



U.S. Small Business  
Administration

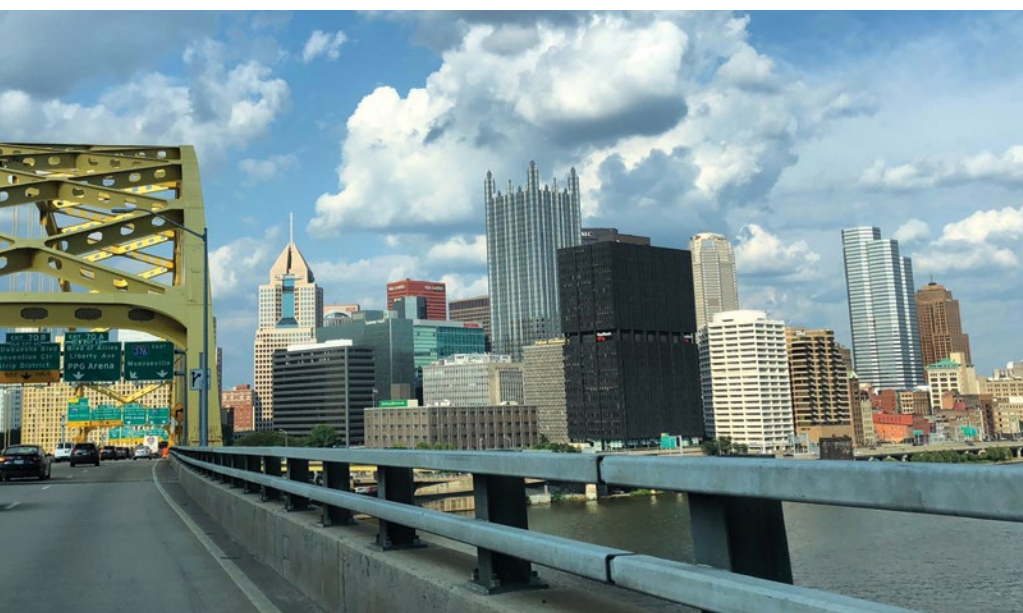
WESTERN PENNSYLVANIA  
EDITION 2020

# Small Business

RESOURCE GUIDE



## GROW YOUR BUSINESS IN WESTERN PENNSYLVANIA







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Western Pennsylvania Edition 2020



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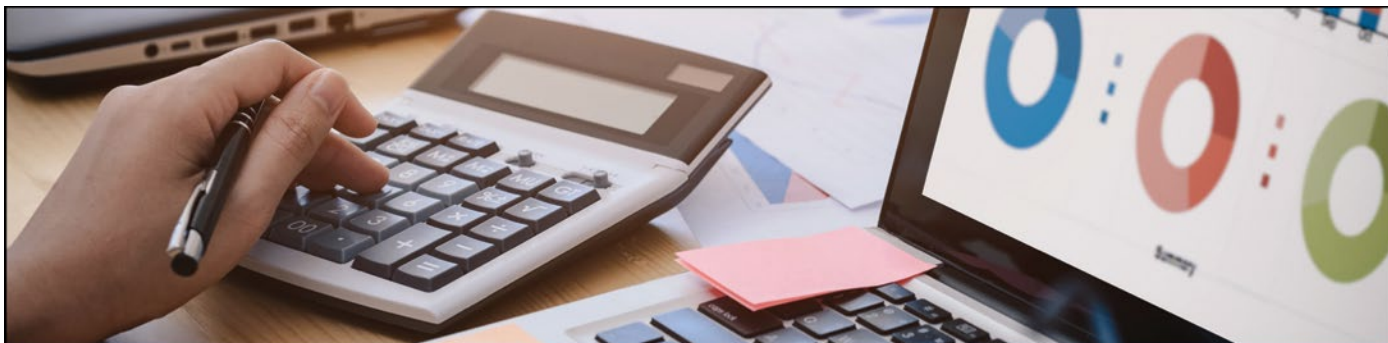
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# Plan Your Next Steps

## Planning to Raise Capital or Get Expansion Money?

Meet with one of our Duquesne University SBDC business consultants at no-cost to you. We are a non-profit agency that is partially funded through the federal and state governments.

Our consultants are experts at:

- Guiding you through the business planning process
- Connecting you with potential lenders
- Preparing financial projections

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We offer workshops on the following topics: **Starting a Business, Sales, Social Media, QuickBooks, Exit Planning, Export Basics** and more!

Visit us at [duq.edu/sbdc](http://duq.edu/sbdc).



For additional information, contact us at [duqsbdc@duq.edu](mailto:duqsbdc@duq.edu) or **412.396.1633**.

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## SCOPE OF SERVICES

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To learn more, contact Buddy Butler at [buddy@newsouthmediainc.com](mailto:buddy@newsouthmediainc.com) or call **304.615.9884**.





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**PUBLISHER**

Nikki Bowman, [nikki@newsouthmediainc.com](mailto:nikki@newsouthmediainc.com)

**DESIGNER**

Hayley Richard, [hayley@newsouthmediainc.com](mailto:hayley@newsouthmediainc.com)

**ASSOCIATE EDITORS**

Pam Kasey, [pam@newsouthmediainc.com](mailto:pam@newsouthmediainc.com)

Jess Walker, [jess@newsouthmediainc.com](mailto:jess@newsouthmediainc.com)

**OPERATIONS MANAGER**

Holly Leleux-Thubron, [holly@newsouthmediainc.com](mailto:holly@newsouthmediainc.com)

**ADVERTISING SALES DIRECTOR**

Heather Mills, [heather@newsouthmediainc.com](mailto:heather@newsouthmediainc.com)

**ADVERTISING SALES**

Meggan Hoyman, Kelley McGinnis, Bryson Taylor

[sba@newsouthmediainc.com](mailto:sba@newsouthmediainc.com)

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**WRITER/EDITOR**

Becky Bosshart

(202) 205-6677

[rebecca.bosshart@sba.gov](mailto:rebecca.bosshart@sba.gov)

**DIRECTOR OF MARKETING**

Paula Panissidi Tavares

[paula.tavares@sba.gov](mailto:paula.tavares@sba.gov)

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# SBA Pittsburgh District Office

411 Seventh Ave., suite 1450

Pittsburgh, PA 15219

(412) 395-6560

Fax (412) 395-6562

[sba.gov/pa/pittsburgh](http://sba.gov/pa/pittsburgh)

@SBA\_Pittsburgh

## District Director Letter

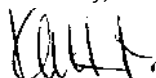
**W**elcome to the 2020 edition of the U.S. Small Business Administration's Western Pennsylvania Small Business Resource Guide. As the Keystone State, we're the cornerstone of America's farm and dairy suppliers. Beyond the rolling hills and picturesque lakes and rivers, our towns and cities are supporting the healthcare, manufacturing, and engineering sectors, which are strong job creators in western Pennsylvania.

The SBA helps make the American dream of small business ownership a reality. We are the only federal agency dedicated to helping our 30 million small businesses start, grow, expand, or recover after a disaster. The SBA Pittsburgh District Office works with an extensive network of business advisers and lenders to help Pennsylvania's one million small businesses at every stage of development. Across western Pennsylvania in the last year, we empowered the state's small businesses to:

- Find an ally, advocate or mentor via the 13 locations of our local SBA Resource Partners, which include SCORE, Small Business Development Centers, Women's Business Centers, and the Veterans Business Outreach Center, all powered by the SBA.
- Access over \$215 million in SBA-guaranteed loans using 62 local banks, credit unions, community-based lenders, and microlenders. The 618 businesses that qualified for financing then hired new employees, bought needed equipment, and built or renovated facilities.
- Rebuild commercial and residential property using over \$2.5 million in SBA disaster assistance loans.
- Gain more than \$3 billion in federal contracting awards.

As a small-business owner, I know there is nothing more rewarding than pursuing your dream while also growing your local economy and creating jobs. Stay up to date on SBA events near you and get valuable western Pennsylvania business information by following us on Twitter @SBA\_Pittsburgh. Register for email updates at [sba.gov/updates](http://sba.gov/updates). Use our Small Business Resource Guide to power your dream of starting, growing, or expanding your small business here in western Pennsylvania.

Sincerely,



**Dr. Kelly Hunt**  
District Director



### District Director

Dr. Kelly Hunt  
(412) 395-6560 x106  
[kelly.hunt@sba.gov](mailto:kelly.hunt@sba.gov)

### Deputy District Director

Regina Puzausky  
(412) 395-6560 x119  
[regina.puzausky@sba.gov](mailto:regina.puzausky@sba.gov)

### Supervisory Lender Relations Specialist/ District International Trade Officer

Angel Marschik  
(412) 395-6560 x111  
[angela.marschik@sba.gov](mailto:angela.marschik@sba.gov)

### Lender Relations Specialist

Lynn Vozniak  
(412) 395-6560 x123  
[lynn.vozniak@sba.gov](mailto:lynn.vozniak@sba.gov)

### Government Contracting/Business Opportunity Specialist

Marisa Fentzel  
(412) 395-6560 X109  
[marisa.fentzel@sba.gov](mailto:marisa.fentzel@sba.gov)

### Economic Development Specialist/Business Opportunity Specialist

David Pinkosky  
(412) 395-6560 X113  
[david.pinkosky@sba.gov](mailto:david.pinkosky@sba.gov)

### Economic Development Specialist

Karan Waigand  
(412) 395-6560 x127  
[karan.waigand@sba.gov](mailto:karan.waigand@sba.gov)

### Economic Development Specialist/Public Affairs Specialist

Janet Heyl  
(412) 395-6560 x103  
[janet.hey@sba.gov](mailto:janet.hey@sba.gov)

### Administrative Officer/Veteran Representative

Jonathan Bennett  
(412) 395-6560 x107  
[jonathan.bennett@sba.gov](mailto:jonathan.bennett@sba.gov)



# LOCAL BUSINESS ASSISTANCE

**How We Did It**

## Made to Last

Joyce and Jerado Reynolds used SBA support to succeed.

WRITTEN BY MICAELA MORRISSETTE





**R**eynolds Welding & Fabrication has grown steadily, building a loyal customer base, since Jerado Reynolds founded the company in 2005.

“At first the company was just Jerado,” recalls his wife and co-owner, Joyce Reynolds. “Then it was him and me part time.” During the day she worked as a nurse and spent her evenings doing all the company’s paperwork. The Reynolds sank everything they earned into the business—money, time, and energy. She remembers with pride helping Jerado weld a stair railing at a local school. Her son later attended that same school, and she watched her child and others using the rail, benefiting from the hard work the couple did together. It was then Joyce decided as much as she loved her day job, she wanted to devote herself full time to the family business in Windsor, Connecticut. She wanted to work side-by-side with her husband, fully focused on administration and business growth. As they both hoped, word of mouth spread; clients made referrals. Joyce was soon overwhelmed with paperwork. They brought on two employees—doubling up in the busy seasons. They were able to maintain four full-time employees by 2009. After this, Joyce says, they saw that “things were not moving.” She wanted to scale up.

### Challenge

The company wasn’t growing in part because it wasn’t certified with the state department of transportation or prequalified with the Connecticut State Department of Administrative Services, Joyce says. She decided to tackle the certification problem full time, leaving her nursing career. This was the change she’d been wanting to make, but since her background was in health care, Joyce didn’t feel fluent in the languages of construction or business. Joyce wanted to learn, and she had incentive: they needed the certifications to bid on bigger jobs. “Never be afraid to ask questions,” she says. Joyce needed to find people with answers.

### Solution

She and Jerado connected with the University of Hartford Entrepreneurial Center & Women’s Business Center, an



SBA Resource Partner, where “from day one it was, Eureka! Everyone wanted to see us win.” Women entrepreneurs receive essential business counseling and training from this national network of community-based centers. Most helpful was the detailed personal attention available through free one-on-one business counseling. Joyce also learned about workshops offered by providers like the Metropolitan District, a Connecticut nonprofit municipal corporation offering water and sewer services. At a meet-and-greet, Joyce understood how much the SBA could help her business. An SBA professional walked Joyce through the extensive paperwork and, crucially, helped her register the company in the System for Award Management ([sam.gov](http://sam.gov)), positioning the company for new federal contracts.

“Resources like the Entrepreneurial Center and the SBA will train you from bottom to top,” Joyce says. “They have finance classes that open your eyes regarding taxes. You’ll learn how to register your business. They’ll help with a contract or your website or accountability statements. Everything!”

Before the SBA, Reynolds Welding attempted the DOT certification on five separate occasions, always falling short because the process was so complicated. Joyce secured the certification with SBA guidance on the first attempt.

### Benefit

Reynolds Welding now employs more than 15 workers, constructing stairs, rails, structural beams, and columns throughout the region. Jerado is working

## 5 Tips for Success

### Find a great business mentor.

To find your local SBA office and resource partners in your area, visit [sba.gov/localresources](http://sba.gov/localresources).

### Have a healthy view of competition.

We’re not always competing. We’re a competitor, but if a similar business has extra work, they’ll send it to us and vice versa. That’s the relationship to have.

### Record everything you do.

Navigating business relationships in this age means keeping an email record of everything you do. Leave a clear paper trail.

### Sacrifice to ensure quality.

We don’t cut corners. Sometimes you have to lose money to do quality work—it’s rough, but nothing is more important.

### Seek SBA assistance to see if you qualify for business certifications.

We used to look for jobs. Now that we’re on the SBA Subcontracting Network database, SubNet, and [sam.gov](http://sam.gov), we have a continuous flow of contractors reaching out to us.

on two bridges—a lifelong dream. Joyce continues to move forward, getting Reynolds qualified for the SBA 8(a) Business Development Program, which provides free business development education to small businesses so they can better compete in the public sector. “When I came on full time, I set a goal for what I would like for the company, and I’ve achieved 80% of that,” Joyce says. When she secures 8(a) certification for Reynolds, she’ll have hit all her objectives. Then, she admits, she’ll probably come up with some new ones. ■

# SBA Resource Partners

No matter your industry, location, or experience, if you have a dream, the SBA is here to help you achieve it. Our SBA Resource Partners offer mentoring, counseling, and training to help you startup and thrive at all stages of the business life cycle. These independent organizations operating across the United States and U.S. territories are funded through SBA cooperative agreements or grants.

## SMALL BUSINESS DEVELOPMENT CENTERS

# 950+

**Small Business  
Development Centers**

Achieve your dream of business ownership and remain competitive in an ever-changing global economy with assistance from your local SBDC. Access free counseling and free or low-cost training on topics like regulatory compliance, technology development, and international trade. Find an SBDC adviser at [sba.gov/sbdc](https://sba.gov/sbdc).

## SCORE

# 300+

**SCORE chapters**

Join the ranks of other business owners who have experienced higher revenues and increased growth thanks to SCORE, the nation's largest network of volunteer business mentors. Experienced executives share real-world knowledge to fit your busy schedule. SCORE mentors are available for free as often as you need, in person, via email or over video chat. Find a mentor at [sba.gov/score](https://sba.gov/score).

## WOMEN'S BUSINESS CENTERS

# 100+

**Women's Business  
Centers**

Women entrepreneurs receive essential business counseling and training from this national network of community-based centers. Each center tailors its services to help you navigate the challenges women often face when starting or growing a business. To learn about SBA resources for women visit [sba.gov/women](https://sba.gov/women).

## VETERANS BUSINESS OUTREACH CENTERS

# 20+

**Veterans Business  
Outreach Centers**

Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, [sba.gov/vboc](https://sba.gov/vboc). Receive procurement guidance to better compete for government contracts. VBOCs also serve active duty service members, National Guard or Reserve members, veterans of any era, and military spouses.



# Our Local SBA Resource Partners

SBA's Resource Partners are independent organizations funded through SBA cooperative agreements or grants.



O'Connor Belting, a Delaware family-owned business, expanded with the help of an SBA-guaranteed 7(a) loan.

## SCORE

Visit [sba.gov/score](https://sba.gov/score) to start working on your business goals. Contact your local office to schedule an appointment.

### Central Pennsylvania State College Chapter

2820 E. College Ave., suite E  
(814) 234-9415  
[centralpa.score.org](https://centralpa.score.org)

### Northwest Pennsylvania Erie Chapter

900 State St., suite 100  
(814) 871-5650  
[erie.score.org](https://erie.score.org)

### Pittsburgh Chapter

411 Seventh Ave., suite 1450  
(412) 395-6560 x130  
[pittsburgh.score.org](https://pittsburgh.score.org)

### Westmoreland-Latrobe Chapter

300 Fraser Purchase Road  
Latrobe  
(724) 539-7505  
[westmoreland.score.org](https://westmoreland.score.org)

## Veterans Business Outreach Center

Veteran entrepreneurs or small business owners can receive business training, counseling and mentoring, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, [sba.gov/vboc](https://sba.gov/vboc). This is also the place to receive procurement guidance, which can help your business better compete for government contracts.

### Community Business Partnership

6564 Loisdale Court, suite 600  
Springfield, VA  
(703) 768-1440  
[info@cbponline.org](mailto:info@cbponline.org)

# Small Business Development Centers

## Pennsylvania SBDC State Office Lead Center

State Director Dr. Ernie Post  
Associate Director Sonya Smith  
Old Main E-Wing, suite 24  
15220 Kutztown Road, Kutztown  
(877) 472-7232  
[pasbdc.org](http://pasbdc.org)

## Clarion University SBDC

*Serving McKean, Cameron, Elk, Forest, Clarion, Armstrong, Jefferson, Clearfield, Venango, and Potter counties*  
Director Cindy Nellis  
Barnes Center  
330 N. Point Drive, suite 100, Clarion  
(814) 393-2060  
[clarion.edu/sbdc](http://clarion.edu/sbdc)

## Duquesne University SBDC

*Serving Allegheny, Beaver, Butler, and Lawrence counties*  
Director Dr. Mary McKinney  
108 Rockwell Hall, 600 Forbes Ave., Pittsburgh  
(412) 396-6233  
[sbdc.duq.edu](http://sbdc.duq.edu)

## Gannon University SBDC

*Serving Erie, Crawford, Mercer, and Warren counties*  
Director Margaret Horne  
Center for Business Ingenuity  
900 State St., suite 100, Erie  
(814) 871-7713  
[sbdcgannon.org](http://sbdcgannon.org)

## Indiana University of Pennsylvania SBDC

*Serving Indiana County*  
Director Tony Palamone  
108 Eberly College of Business and Information Technology, Indiana  
(724) 357-7915  
[iup.edu/business/sbdc](http://iup.edu/business/sbdc)

## Penn State University SBDC

*Serving Centre and Mifflin counties*  
Interim Director John Peterson  
200 Innovation Blvd.  
155 Technology Center, University Park  
(814) 863-4293  
[sbdc.psu.edu](http://sbdc.psu.edu)

## Saint Francis University SBDC

*Serving Cambria, Blair, Somerset, Bedford, Huntingdon, and Fulton counties*  
Director Jeff Boldizar  
132 Franciscan Way, Loretto  
(814) 472-3200  
[francis.edu/sbdc](http://francis.edu/sbdc)

## Saint Vincent College SBDC

*Serving Westmoreland and Fayette counties*  
Director James Kunkel  
Aurelius Hall  
300 Fraser Purchase Road, Latrobe  
(724) 537-4572  
[stvincent.edu/sbdc](http://stvincent.edu/sbdc)

## University of Pittsburgh SBDC

*Serving Allegheny, Greene, and Washington counties*  
Director Ray Vargo  
Institute for Entrepreneurial Excellence  
3520 Forbes Ave., Pittsburgh  
(412) 648-1542  
[sbdc.pitt.edu](http://sbdc.pitt.edu)



COURTESY OF THE SBA

# Women's Business Center

## Chatham University WBC

Director Anne Flynn Schlicht  
Chatham EastSide  
6585 Penn Ave., Pittsburgh  
(412) 365-1448  
[chatham.edu/wbc](http://chatham.edu/wbc)





# Your Advocates

The SBA's offices of advocacy and ombudsman are independent voices for small business within the federal government.

To report how a proposed federal regulation could unfairly affect you, find your regional SBA advocate at [sba.gov/advocacy](https://sba.gov/advocacy).

To submit a comment about how your business has been hurt by an existing regulation, visit [sba.gov/ombudsman/comments](https://sba.gov/ombudsman/comments)

## Advocacy

When you need a voice within the federal government for your interests as a small business owner, the SBA's regional advocates are here to assist. The advocates analyze the effects of proposed regulations and consider alternatives that minimize the economic burden on small businesses, governmental jurisdictions, and nonprofits. Find your regional advocate at [sba.gov/advocacy](https://sba.gov/advocacy).

### Your advocate helps with these small business issues:

- » if your business could be negatively affected by regulations proposed by the government
- » if you have contracting issues with a federal agency

- » when you need economic and small business statistics

The SBA's Office of Advocacy also independently represents small business and advances its concerns before Congress, the White House, federal agencies, federal courts, and state policy makers.

## Ombudsman

Entrepreneurs who have an issue with an existing federal regulation or policy can receive assistance from the SBA's national ombudsman.

### The ombudsman's office helps you:

- » resolve regulatory disputes with federal agencies
- » reduce unfair penalties and fines

- » seek remedies when rules are inconsistently applied
- » recover payment for services done by government contractors

Make your voice heard by participating in a Regional Regulatory Enforcement Fairness Roundtable or a public hearing hosted by the SBA's national ombudsman. These events are posted periodically on the ombudsman website, [sba.gov/ombudsman](https://sba.gov/ombudsman).

To submit a comment or complaint through the online form, visit [sba.gov/ombudsman/comments](https://sba.gov/ombudsman/comments). Your concerns will be directed to the appropriate federal agency for review. The SBA will collaborate with you and the agency to help resolve the issue.



Adriana Medina, owner of Fuerte Fitness, in Seattle, WA, received counseling from a SCORE mentor and a Women's Business Center adviser.

COURTESY OF THE SBA

# How to Start a Business in Pennsylvania

Thinking of starting a business? Here are the nuts & bolts.

## The Startup Logistics

Even if you're running a home-based business, you will have to comply with many local, state, and federal regulations. Do not ignore regulatory details. You may avoid some red tape in the beginning, but your lack of compliance could become an obstacle as your business grows. Taking the time to research regulations is as important as knowing your market. Carefully investigate the laws affecting your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties, and jeopardize your business.

## Market Research

Need to do research on your clients and location? View consumer and business data for your area using the Census Business Builder: Small Business Edition, <https://cbb.census.gov/sbe>. Filter your

search by business type and location to view data on your potential customers, including consumer spending, and a summary of existing businesses, available as a map and a report.

## Business License & Zoning

Licenses are typically administered by a variety of state and local departments. It is important to consider zoning regulations when choosing a site for your business. Contact the local business license office where you plan to locate your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district.

If necessary, secure professional licensing. There are 29 licensing boards and commissions, each with their own statute governing their powers and functions.

The local or county government issues

a certificate of occupancy upon certifying that your location is zoned properly for your business.

All counties in Pennsylvania area require local occupational licenses. The cost of the licenses is based primarily on annual gross receipts and varies according to business classification. Other local permits may be needed depending on the type of business. When you register for your local occupational license, be sure to ask what permits are necessary.

» **Pennsylvania Department of State**  
Businesses and Corporations  
(717) 787-1057  
[RA-CORPS@pa.gov](mailto:RA-CORPS@pa.gov)  
[dos.pa.gov](https://dos.pa.gov)

» **Department of Agriculture**  
2301 N. Cameron St., Harrisburg  
(717) 787-4737  
[agriculture.pa.gov](https://agriculture.pa.gov)





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An O'Fallon Casting Inc. employee at work in O'Fallon, MO. General Manager Vince Gimeno grew his business thanks to the Small Business Innovation Research Program.

» **Bureau of Professional and Occupational Affairs**

Penn Center, 2601 N. Third St.,  
Harrisburg  
(717) 787-8503  
ra-bpoa@pa.gov  
**dos.pa.gov**

For the list of licenses, contact  
ra-listrequest@pa.gov  
Licensing Board  
(717) 787-1057  
**dos.pa.gov/professionallicensing**

» **Corporate Bureau**  
(717) 787-1057

» **Corporate Taxes**  
(717) 787-1064

» **Sales tax**  
(717) 787-1064

» **County Business Licenses**  
**Allegheny**  
**alleghenycounty.us**

**Armstrong**  
(724) 548-1500  
**armstrongidc.org**

**Beaver**  
**beavercountypa.gov**

**Bedford**  
(814) 623-4807  
**bedfordcountypa.org**

**Blair**

(814) 693-3000  
**blairco.org**

**Butler**  
**co.butler.pa.us**

**Cambria**  
(814) 472-5440  
**cambriacountypa.gov**

**Cameron**  
**cameroncountypa.com**

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**Clarion**  
(814) 226-4000  
**co.clarion.pa.us**

**Clearfield**  
(814) 765-2642  
**clearfieldco.org**

**Crawford**  
(814) 333-7300  
**crawfordcountypa.net**

**Elk**  
(814) 776-1161  
**co.elk.pa.us**

**Erie**  
(814) 451-6000  
**eriecountypa.gov**

**Fayette**  
(724) 430-1200  
**fayettecountypa.org**

**Forest**

(814) 755-3537  
**co.forest.pa.us**

**Greene**  
(724) 852-5399  
**co.greene.pa.us**

**Indiana**  
(724) 465-3800  
**indianacountypa.gov**

**Jefferson**  
**jeffersoncountypa.com**

**Lawrence**  
(724) 658-2541  
**co.lawrence.pa.us**

**McKean County**  
(814) 887-5571  
**mckeancountypa.org**

**Mercer**  
(724) 662-3800  
**www.mcc.co.mercer.pa.us**

**Somerset**  
**www.co.somerset.pa.us**

**Venango**  
(814) 432-9500  
**co.venango.pa.us**

**Warren**  
(814) 728-3400  
**warrencopa.com**

**Washington**  
(724) 228-6700  
**co.washington.pa.us**

**Westmoreland**

(724) 830-3000

[co.westmoreland.pa.us](http://co.westmoreland.pa.us)**Name Registration**

Register your business name with the county clerk where your business is located. If you're a corporation, also register with the state.

- » **Employer Registration**  
(717) 787-1064
- » **Fictitious Name Search Office**  
(717) 787-1057

**Taxes**

As a business owner, you should know your federal tax responsibilities and make some business decisions to comply with certain tax requirements. The IRS Small Business and Self-Employed Tax Center, [go.usa.gov/xPxYR](http://go.usa.gov/xPxYR), offers information on a variety of topics including: obtaining an Employer Identification Number, paying and filing income tax, virtual workshops, forms, and publications.

As the IRS continues to implement some of the Tax Cuts and Jobs Act provisions, your tax obligations may change. Visit the Tax Reform Provisions that Affect Businesses page on [irs.gov](http://irs.gov) for the latest tax reform updates that affect your bottom line.

As the IRS continues to implement some of the Tax Cuts and Jobs Act provisions, your tax obligations may change. Visit the Tax Reform Provisions that Affect Businesses page on [irs.gov](http://irs.gov) for the latest tax reform updates that affect your bottom line.

- » **IRS Taxpayer Advocate Service**  
Pittsburgh (412) 404-9098
- » **IRS Western Pennsylvania Offices**  
**Altoona**  
(814) 944-3532

**Bellefonte** virtual assistance  
(844) 545-5640

**Cranberry**  
(724) 772-5111

**Erie**  
(814) 456-8967

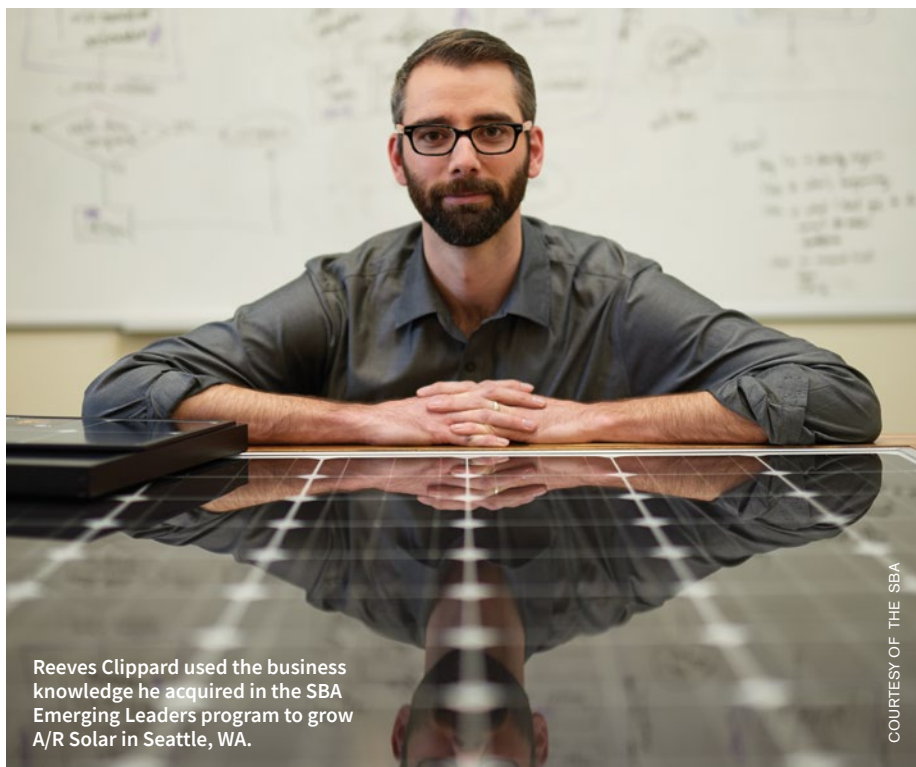
**Johnstown**  
(814) 691-6115

**Monroeville**  
(412) 856-1913

**Pittsburgh**  
(412) 395-5667

**Washington**  
(724) 229-5985

- » **State Sales Tax**  
Visit [revenue.pa.gov](http://revenue.pa.gov) or visit a state sales tax office:  
**Erie**  
(814) 871-4491



Reeves Clippard used the business knowledge he acquired in the SBA Emerging Leaders program to grow A/R Solar in Seattle, WA.

COURTESY OF THE SBA

**Greensburg**  
(724) 832-5283  
(724) 832-5283

**Downtown Pittsburgh**  
(412) 565-7540

**Pittsburgh, Greentree**  
(412) 929-0614

**Social Security**

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments, and/or file quarterly reports about payroll taxes and other mandatory deductions. You can contact the IRS or the Social Security Administration for information, assistance, and forms, at (800) 772-1213 or visit [socialsecurity.gov/employer](http://socialsecurity.gov/employer). You can file W-2s online or verify job seekers through the Social Security Number Verification Service.

**Employment Eligibility Verification**

The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Service offers information and assistance through [uscis.gov/i-9-central](http://uscis.gov/i-9-central). For forms call (800) 870-

3676. For the employer hotline call (888) 464-4218 or email [I-9central@dhs.gov](mailto:I-9central@dhs.gov).

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, electronically verifies the Social Security number and employment eligibility information reported on Form I-9. It's the quickest way for employers to determine the employment eligibility of new hires. Visit [e-verify.gov](http://e-verify.gov), call (888) 464-4218 or email [e-verify@dhs.gov](mailto:e-verify@dhs.gov).

**Health & Safety**

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees, visit [dol.gov](http://dol.gov) for information. The Occupational Safety and Health Administration provides information on the specific health and safety standards used by the U.S. Department of Labor. Call (800) 321-6742 or visit [osha.gov](http://osha.gov).

- » **Department of Labor Employment Standards Administration**  
Wage and Hour Division  
Pittsburgh  
1000 Liberty Ave., suite 1416  
(412) 395-4996  
[dol.gov/whd/local](http://dol.gov/whd/local)
- » **Office of Workers' Compensation**  
(717) 783-5421 or (800) 482-2383  
[ra-li-bwc.helpline@pa.gov](mailto:ra-li-bwc.helpline@pa.gov)



» **Western Pennsylvania OSHA**  
**Erie Area Office**  
 (814) 874-5150  
**Pittsburgh Area Office**  
 (412) 395-4903

## Employee Insurance

Check with your state laws to see if you are required to provide unemployment or workers' compensation insurance for your employees. For health insurance options, call the Small Business Health Options Program at (800) 706-7893 or visit [healthcare.gov/small-businesses/employers](https://healthcare.gov/small-businesses/employers).

Department of Labor Association Health Plans allow small businesses, including self-employed workers, to band together by geography or industry to obtain healthcare coverage as if they were a single large employer. For information, visit [dol.gov/general/topic/association-health-plans](https://dol.gov/general/topic/association-health-plans).

## Environmental Regulations

State assistance is available for small businesses that must comply with environmental regulations under the Clean Air Act. State Small Business Environmental Assistance programs provide free and confidential assistance to help small business owners understand and comply with complex environmental regulations and permitting requirements. These state programs can help businesses reduce emissions at the source, often reducing regulatory burden and saving you money. To learn more about these free services visit [nationalsbeap.org/states/list](https://nationalsbeap.org/states/list).

## Accessibility and ADA Compliance

For assistance with the Americans with Disabilities Act, call the ADA Center at (800) 949-4232 or the Department of Justice at (800) 514-0301. Direct questions about accessible design and the ADA standards to the U.S. Access Board at (800) 872-2253, TTY (800) 993-2822, [ta@access-board.gov](mailto:ta@access-board.gov) or visit [access-board.gov](https://access-board.gov).

## Child Support

Employers are essential to the success of the child support program and are responsible for collecting 75% of support nationwide through payroll deductions. The Office of Child Support Enforcement at Health and Human Services offers employers

step-by-step instructions for processing income withholding orders for child support. Download the fact sheet about the Employer's Role in the Child Support Program at the Office of Child Support Enforcement's website at [acf.hhs.gov/programs/css](https://acf.hhs.gov/programs/css) > **employer responsibilities**.

You can also find information about other employer responsibilities and tools that can make meeting those responsibilities easier, such as electronic income withholding orders and the Child Support Portal. Send questions to [employerservices@acf.hhs.gov](mailto:employerservices@acf.hhs.gov).

## Intellectual Property

Patents, trademarks, and copyrights are types of intellectual property that serve to protect creations and innovations. The United States Patent and Trademark Office is the federal agency that grants U.S. patents and registers trademarks. For information and resources about U.S. patents and federally registered trademarks consult [uspto.gov](https://uspto.gov). Call the patent and trademark office help center at (800) 786-9199 or visit the U.S. Patent and Trademark headquarters in Alexandria, Virginia.

A patent for an invention is the grant of a property right to an inventor, issued by the U.S. patent office. The right conferred by the patent grant is the right to exclude others from making, using, offering for sale, or selling the invention in the United States or importing the invention into the country. For information visit [uspto.gov/inventors](https://uspto.gov/inventors).

There are three types of patents:

- Utility patents may be granted to anyone who invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement.
- Design patents may be granted to anyone who invents a new, original, and ornamental design for an article of manufacture.
- Plant patents may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety of plant, other than a tuber propagated plant or a plant found in an uncultivated state.

A trademark or service mark includes any word, name, symbol, device, or any combination, used or intended to be used to identify and distinguish the goods/services of one seller or provider from those of others and to indicate the source of the goods/services. Trademarks and service marks may be registered

at both the state and federal level. The U.S. Patent and Trademark Office only registers federal trademarks and service marks. Federally registered trademarks may conflict with and supersede those registered only at the state level. Visit [uspto.gov/trademarks](https://uspto.gov/trademarks).

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyrights do not protect facts, ideas, and systems, although they may protect the way they are expressed.

For general information contact:

» **U.S. Copyright Office**  
 U.S. Library of Congress  
 James Madison Memorial Building  
 101 Independence Ave. SE  
 Washington, DC  
 (202) 707-3000 or toll free (877) 476-0778  
[copyright.gov](https://copyright.gov)

## Chambers of Commerce

**African American Chamber of Western PA**

(412) 392-0610

[aaccwp.com](https://aaccwp.com)

**Alle Kiski Strong**

(724) 224-3400

[allekiskistrong.com](https://allekiskistrong.com)

**Ambridge region**

(724) 266-3040

[ambridgeregionalchamber.org](https://ambridgeregionalchamber.org)

**Aspinwall**

(412) 719-7093

[aspinwallchamber.com](https://aspinwallchamber.com)

**Beaver County**

(724) 775-3944

[beavercountychamber.com](https://beavercountychamber.com)

**Bedford County**

(814) 623-2233

[bedfordcountychamber.com](https://bedfordcountychamber.com)

**Bellefonte Intervalley**

(814) 355-2917

[bellefontechamber.org](https://bellefontechamber.org)

**Blair County**

(814) 943-8151

[blairchamber.com](https://blairchamber.com)

**Bradford area**

(814) 368-7115

[bradfordchamber.com](https://bradfordchamber.com)

**Brentwood-Baldwin-Whitehall**

[bbwchamber.com](https://bbwchamber.com)

**Brookville**

(814) 849-8448  
[brookvillechamber.com](http://brookvillechamber.com)

**Butler County**

(724) 283-2222  
[butlercountychamber.com](http://butlercountychamber.com)

**Carmichaels area**

[carmichaelschamber.org](http://carmichaelschamber.org)

**Centre County**

(814) 234-1829  
[cbicc.org](http://cbicc.org)

**Clarion**

(814) 226-9161  
[clarionpa.com](http://clarionpa.com)

**Clearfield**

(814) 765-7567  
[clearfieldchamber.com](http://clearfieldchamber.com)

**Corry area**

(814) 665-9925  
[corrychamber.com](http://corrychamber.com)

**Greater DuBois**

(814) 371-5010  
[duboispatchamber.com](http://duboispatchamber.com)

**East Liberty Quarter**

(412) 661-9660  
[eastlibertychamber.org](http://eastlibertychamber.org)

**Ellwood City area**

(724) 758-5501  
[ellwoodchamber.org](http://ellwoodchamber.org)

**Erie region**

(814) 454-7191  
[eriepa.com](http://eriepa.com)

**Fayette**

(724) 437-4571  
[fayettechamber.com](http://fayettechamber.com)

**Franklin area**

(814) 432-5823  
[franklinareachamber.org](http://franklinareachamber.org)

**Greater Brownsville area**

(724) 785-4160  
[laurelhighlands.org](http://laurelhighlands.org)

**Greater Canonsburg**

(724) 745-1812  
[canonchamber.com](http://canonchamber.com)

**Greater Connellsville area**

(724) 628-5676  
[greaterconnellsville.org](http://greaterconnellsville.org)

**Greater Latrobe-Laurel Valley region**

(724) 537-2671  
[latrobelaurelvalley.org](http://latrobelaurelvalley.org)

**Greater Pittsburgh**

(412) 281-1890  
[greaterpittsburghchamberofcommerce.com](http://greaterpittsburghchamberofcommerce.com)

**Greenville area**

(724) 588-7150  
[greenvillechamber-pa.com](http://greenvillechamber-pa.com)

**Grove City area**

(724) 458-6410  
[grovecityareachamber.com](http://grovecityareachamber.com)

**Hazelwood**

(412) 421-7234  
[hazelwoodinitiative.org](http://hazelwoodinitiative.org)

**Indiana County**

(724) 465-2511  
[indianacountychamber.us](http://indianacountychamber.us)

**Japanese American Society**

(412) 856-8608  
[japansocietypa.org](http://japansocietypa.org)

**Kane**

(814) 837-6565  
[kanepa.com](http://kanepa.com)

**Lawrence County**

(724) 658-1488  
[lawrencecountychamber.org](http://lawrencecountychamber.org)

**Ligonier Valley**

(724) 238-4200  
[ligonier.com](http://ligonier.com)

**Meadville-Western Crawford County**

(814) 337-8030  
[meadvillechamber.com](http://meadvillechamber.com)

**Mercer area**

(724) 662-4185  
[merceraareachamber.com](http://merceraareachamber.com)

**Mon Valley region**

(724) 483-3507  
[mvchamber.org](http://mvchamber.org)

**Mon Yough**

(412) 678-2450  
[monyoughchamber.com](http://monyoughchamber.com)

**Monongahela area**

(724) 258-5919  
[monongahelaareachamber.org](http://monongahelaareachamber.org)

**Monroeville area**

(412) 856-0622  
[monroevillechamber.com](http://monroevillechamber.com)

**Mountain Laurel**

(724) 593-8900  
[mlchamber.com](http://mlchamber.com)

**Northside**

(412) 231-6500  
[northsidechamberofcommerce.com](http://northsidechamberofcommerce.com)

**Norwin**

(724) 863-0888  
[norwinchamber.com](http://norwinchamber.com)

**Oakmont**

(412) 828-3238  
[oakmontpa.com](http://oakmontpa.com)

**Peters Township**

(724) 941-6345  
[peterstownshipchamber.com](http://peterstownshipchamber.com)

**Pittsburgh Airport area**

(412) 264-6270  
[paacc.com](http://paacc.com)

**Pittsburgh Metropolitan Hispanic Chamber**

(412) 577-4088  
[pmahcc.org](http://pmahcc.org)

**Pittsburgh North region**

(724) 934-9700  
[pghnorthchamber.com](http://pghnorthchamber.com)

**Plum**

(412) 798-2300  
[plumchamber.com](http://plumchamber.com)

**Point Marion**

(724) 725-5717

**Punxsutawney**

(814) 938-7700  
[punxsutawney.com](http://punxsutawney.com)

**Redbank Valley**

(814) 275-3929  
[redbankchamber.com](http://redbankchamber.com)

**Ridgway-Elk**

(814) 776-1424  
[ridgwaychamber.com](http://ridgwaychamber.com)

**Saint Marys area**

(814) 781-3804  
[stmaryschamber.org](http://stmaryschamber.org)

**Salisbury/Elk Lick**

(814) 662-4185

**Shadyside**

(412) 682-1298  
[thinkshadyside.com](http://thinkshadyside.com)

**Shenango Valley**

(724) 981-5880  
[svchamber.com](http://svchamber.com)

**Smicksburg**

(724) 463-7505  
[smicksburg.net](http://smicksburg.net)

**Somerset County**

(814) 445-6431  
[somersetcountychamber.com](http://somersetcountychamber.com)

**South Hills**

(412) 306-8090  
[shchamber.org](http://shchamber.org)

**South Side**

(412) 431-3660  
[southsidechamber.org](http://southsidechamber.org)

**South West Communities**

(412) 221-4100  
[southwestcommunitieschamber.org](http://southwestcommunitieschamber.org)

**Southpointe**

(724) 873-7777  
[southpointe.net](http://southpointe.net)

**Three Rivers Business Alliance**

(412) 346-4161  
[3rba.com](http://3rba.com)

**Titusville area**

(814) 827-2941  
[titusvillechamber.com](http://titusvillechamber.com)

**Twin Rivers**

(724) 929-3329  
[twinriverschamber.org](http://twinriverschamber.org)

**Tyrone area**

(814) 684-0736  
[tyronechamber.com](http://tyronechamber.com)

**Squirrel Hill**

(412) 701-1476  
[uncoversquirrelhill.com](http://uncoversquirrelhill.com)

**Venango area**

(814) 676-8521  
[venangochamber.org](http://venangochamber.org)

**Warren County**

(814) 723-3050  
[wccbi.org](http://wccbi.org)

**Washington County**

(724) 225-3010  
[washcochamber.com](http://washcochamber.com)

**Waynesburg area**

(724) 627-5926  
[greenechamber.org](http://greenechamber.org)

**West Jefferson Hills**

(412) 543-8403  
[wjhchamber.com](http://wjhchamber.com)

**Westmoreland**

(724) 834-2900  
[westmorelandchamber.com](http://westmorelandchamber.com)

**Wilkinsburg**

(412) 242-0234  
[wilkinsburgchamber.com](http://wilkinsburgchamber.com)

## Economic Development

**Allegheny Conference on Community Development**

(412) 392-4555  
[alleghenyconference.org](http://alleghenyconference.org)

**Allegheny County**

(412) 350-1000  
[alleghenycounty.us/economic-development/index.aspx](http://alleghenycounty.us/economic-development/index.aspx)



**Armstrong County**

(724) 548-1500  
[armstrongidc.org](http://armstrongidc.org)

**Beaver County**

(724) 728-8610  
[beavercountycyced.org](http://beavercountycyced.org)

**Bedford County**

(814) 623-4816  
[bcda.org](http://bcda.org)

**Ben Franklin Technology Partners**

(814) 863-4558  
[benfranklin.org](http://benfranklin.org)

**Bradford**

(814) 368-7170  
[bradfordpa.org](http://bradfordpa.org)

**Butler County**

(724) 284-5300  
[co.butler.pa.us/eco-planning](http://co.butler.pa.us/eco-planning)

**Butler County**

(724) 283-1961  
[butlercountycdc.com](http://butlercountycdc.com)

**Cambria County**

(814) 472-5440  
[cambriacountypa.org](http://cambriacountypa.org)

**Cambria County**

(814) 472-7420  
[cambriacountypa.org](http://cambriacountypa.org)

**Cameron County**

(814) 486-3439  
[cameroncountypa.com](http://cameroncountypa.com)

**Carnegie Library of Pittsburgh Business Branch**

(412) 281-7141  
[carnegielibrary.org/clp-location/downtown-business](http://carnegielibrary.org/clp-location/downtown-business)

**Catalyst Connection**

(412) 918-4300  
[catalystconnection.org](http://catalystconnection.org)

**Center for Women's Entrepreneurship at Chatham University**

(412) 365-1253  
[chatham.edu/cwe](http://chatham.edu/cwe)

**Centre County**

(814) 355-6791  
[centrecountypa.gov](http://centrecountypa.gov)

**Clarion County**

(814) 226-9045  
[co.clarion.pa.us/dept/edc](http://co.clarion.pa.us/dept/edc)

**Clearfield County**

(814) 768-7838  
[clearlyahead.com](http://clearlyahead.com)

**Diversity Business Resource Center**

(412) 322-3272  
[dbrcpittsburgh.org](http://dbrcpittsburgh.org)

**East Liberty**

(412) 361-8061  
[eastliberty.org](http://eastliberty.org)

**Eastern Minority Supplier Development Council**

(412) 391-4423  
[emsdc.org](http://emsdc.org)

**Economic Development South**

(412) 884-1400  
[econdevsouth.org](http://econdevsouth.org)

**Westmoreland**

(724) 830-3604  
[egcw.org](http://egcw.org)

**Crawford County**

(814) 333-2299  
[epacc.net](http://epacc.net)

**Elk County**

(814) 776-5335  
[co.elk.pa.us](http://co.elk.pa.us)

**Erie**

(814) 870-1272  
[erie.pa.us/departments/economicandcommunitydevelopment](http://erie.pa.us/departments/economicandcommunitydevelopment)

**Erie County**

(814) 864-3885  
[erieredevelopment.com](http://erieredevelopment.com)

**Fay-Penn**

(724) 437-7913  
[faypenn.org](http://faypenn.org)

**Forest County**

(814) 755-4506  
[co.forest.pa.us](http://co.forest.pa.us)

**Greene County**

(724) 627-9259  
[greenecountyida.org](http://greenecountyida.org)

**Hill**

(412) 765-1820  
[hilldistrict.org](http://hilldistrict.org)

**Indiana County**

(724) 465-2662  
[indianacountyceo.com](http://indianacountyceo.com)

**Jefferson County**

(814) 849-3047  
[jeffersoncountypa.com/departments-of-development](http://jeffersoncountypa.com/departments-of-development)

**Kingsley Association**

(412) 661-8751  
[kingsleyassociation.org](http://kingsleyassociation.org)

**Manufacturer and Business Association/SMC Business Councils**

Pittsburgh (412) 371-1500  
 Erie (814) 833-3200  
[mbausa.org](http://mbausa.org)

**McKean County**

(814) 887-3107  
[mckeancountypa.org](http://mckeancountypa.org)

**McKeesport**

(412) 675-5020  
[mckeesport-pa.gov/149/community-development](http://mckeesport-pa.gov/149/community-development)

**Mercer County**

(714) 981-2412  
[mcrcp.com/community-development/economic-development](http://mcrcp.com/community-development/economic-development)

**Mon Valley Alliance**

[monvalleyalliance.org](http://monvalleyalliance.org)

**Mon Valley Initiative**

(412) 464-4000  
[monvalleyinitiative.com](http://monvalleyinitiative.com)

**Moshannon Valley**

(814) 342-2260  
[mvedp.org](http://mvedp.org)

**National Association of Women Business Owners**

(412) 407-7439  
[nawbomain.sidpandit.com](http://nawbomain.sidpandit.com)

**Northwest PA Industrial Resource Center**

(814) 217-6060  
[nwirc.org](http://nwirc.org)

**Oil Region Alliance of Business Industry and Tourism**

(814) 677-3152  
[oilregion.org](http://oilregion.org)

**PA Bureau of Small Business Opportunities**

(717) 783-3119  
[dgs.pa.gov/businesses](http://dgs.pa.gov/businesses)

**Pennsylvania Women Work**

(412) 742-4362  
[pawomenwork.org](http://pawomenwork.org)

**Pittsburgh Central Keystone Innovation Zone**

(412) 281-0102  
[urbaninnovation21.org](http://urbaninnovation21.org)

**Pittsburgh Regional Alliance**

(412) 281-1890  
[pittsburghregion.org](http://pittsburghregion.org)

**Pittsburgh Technology Council**

(412) 687-2700  
[pghtech.org](http://pghtech.org)

**Riverside Center for Innovation**

(412) 322-3523  
[riversidecenterforinnovation.com](http://riversidecenterforinnovation.com)

**Somerset County**

(814) 445-9655  
[scedc.net](http://scedc.net)

**Somerset Inc.**

(814) 443-1748  
[somerstinc.org](http://somerstinc.org)

**Southern Alleghenies Planning and Development Commission**

(814) 949-6500  
[sapdc.org](http://sapdc.org)

**Steel Valley**

(412) 342-0534  
[steelvalley.org](http://steelvalley.org)

**Titusville**

(814) 827-3668  
[tcda.org](http://tcda.org)

**Urban Redevelopment Authority of Pittsburgh**

(412) 255-6600  
[ura.org](http://ura.org)

**USDA Rural Development**

[rd.usda.gov/pa](http://rd.usda.gov/pa)

**Meadville**

(814) 336-6155

**Greensburg**

(724) 853-5555

**Venango-Franklin area**

(814) 432-4476  
[ficda.org](http://ficda.org)

**Westmoreland County**

(724) 830-3050  
[co.westmoreland.pa.us/954/racw](http://co.westmoreland.pa.us/954/racw)

## Export Assistance

**U.S. Export Assistance Center of Western PA**

U.S. Department of Commerce  
 (412) 644-2800  
[export.gov/pennsylvania/pittsburgh](http://export.gov/pennsylvania/pittsburgh)

**SBA Office of International Trade**

Eastern U.S. International Trade Finance Manager  
 Patrick Hayes  
 (216) 522-4731  
 Fax (202) 481-4843  
[patrick.hayes@sba.gov](mailto:patrick.hayes@sba.gov)

# Entrepreneurial Opportunities

## Regional Innovation Clusters

Create jobs and grow the economy through an SBA Regional Innovation Cluster.

### Who should join

Small businesses driving innovation in one of these tech industries:

- advanced composites
- agTech
- bioscience
- food processing
- data sciences
- medical sciences
- power and energy
- unmanned aerial systems
- water tech
- wood products

### How it works

Each industry cluster is based in a geographic region. Your small business must be located in or near that region in order to join the cluster. For example, the AgLaunch Initiative cluster, which focuses on agricultural technology, is located in the Tennessee area. A small agTech business in or near Tennessee will connect with other agTech suppliers, service providers, and related institutions through that innovation cluster.

### How it benefits you

Network with other industry innovators and connect with resources that will help your small business find funding. You'll also receive guidance on how to better compete for government contracts and other opportunities so you can grow and expand. Receive free technical and legal assistance to develop your tech and get it to market for government and industry buyers.

### Get involved

Find an SBA Regional Innovation Cluster near you by visiting [sba.gov/localassistance](https://sba.gov/localassistance). Select the regional innovation clusters on the drop-down menu.

## Online Resources

Find free short courses and learning tools to start and grow your small business at [sba.gov/learning](https://sba.gov/learning). The free SBA Online Learning Center is a great resource for every entrepreneur, especially rural business owners looking for easy access to vital business training.



### Courses include:

- writing your business plan
- buying a business
- financing options
- digital and traditional marketing to win customers
- disaster recovery
- understanding your customer

## Native American Workshops

Tribal enterprises and business organizations can receive training at an SBA Entrepreneurial Empowerment Workshop. These workshops cover business concepts important for starting, growing, or expanding a small business. RedWind instructors identify and help participants avoid common pitfalls. Learn how to prepare a business plan, gain access to capital, and basic book keeping. Request a workshop in your area by visiting [nativesmallbusiness.org](https://nativesmallbusiness.org).





### ▲ HOW THE SBA HELPED US SUCCEED

Margot Adam Langstaff, left, and Elisa Hamill, right, sought assistance from their local Veterans Business Outreach Center, which helped them better compete for government contracts. LifeHealth of Littleton, CO has expanded to more than 30 states with offices in Washington, DC and San Antonio, TX. Their clients include the Department of Defense, the National Guard, and the Indian Health Service. They also expanded their business using an SBA-backed line of credit for \$350,000. Margot started her career as an Army medic, eventually running one of the largest outpatient clinics in the Northeast at Ft. Devens, MA.



## Opportunities for Veterans

Members of the military community can start and grow their small businesses with the help of SBA programs.

### Need entrepreneurship training?

In Boots to Business, you explore business ownership and other self-employment opportunities while learning key business concepts. You will walk away with an overview of entrepreneurship and applicable business ownership fundamentals, including how to access startup capital using SBA resources. Boots to Business is conducted on all military installations as part of the Department of Defense's Transition Assistance Program.

### Who's eligible?

Service members transitioning out of active duty and military spouses. Are you a veteran or member of the National Guard or Reserve or a military spouse? Boots to Business: Reboot teaches this entrepreneurship curriculum off base and in local communities. Register for either B2B program at <https://sbavets.force.com>.

### For women veterans

Receive entrepreneurial training geared toward women veterans, service members, and spouses of service members through these SBA-funded programs:

- » Veteran Women Igniting the Spirit of Entrepreneurship in Syracuse, New York
- » LiftFund in San Antonio, Texas

### For service-disabled veterans

Learn how to start and grow a small business using these SBA-funded programs:

- » Entrepreneurship Bootcamp for Veterans with Disabilities in Syracuse, New York
- » Veterans Entrepreneurship Program at the Riata Center for Entrepreneurship, Spears School of Business, Oklahoma State University in Stillwater, Oklahoma
- » Veteran Entrepreneurship Jumpstart at St. Joseph's University in Philadelphia, Pennsylvania
- » Dog Tag Inc., affiliated with Georgetown University in Washington, DC

### Need financing?

#### Loan Fee Relief

To encourage lending to members of the military community who want to start or grow their business, the SBA reduces upfront guarantee fees on select loans. That means the cost savings will be passed down to you, the eligible veteran or qualifying military member. Ask your local SBA district office or SBA Lender about the Veterans Advantage program.

#### Have an employee who was called to active duty?

You may receive funds that enable your business to meet ordinary and necessary operating expenses when an essential employee is called up to active duty in the military reserve. Ask your local SBA district office or SBA Lender about the Military Reservist Economic Injury Disaster Loan.

### Interested in contracting?

Veteran-owned and service-disabled veteran-owned small businesses interested in federal contracting receive training from the Veteran Institute for Procurement, which offers a platform with three training programs to assist veterans. Visit [nationalvip.org](http://nationalvip.org).

#### VIP Start

Enter the federal market and become ready for procurement. Nearly 200 veteran-owned businesses from 29 states plus Washington, DC have graduated from the program.

#### VIP Grow

Strategize to expand and operate within the federal marketplace. More than 700 veteran-owned businesses from 42 states plus DC and Guam have graduated from this program.

#### VIP International

Enter or expand your federal and commercial contracting opportunities overseas.

#### Get certified

Learn about the service-disabled veteran-owned small business certification program on page 65.

### For more assistance

Veteran and military entrepreneurs receive business training, counseling, and referrals to other SBA Resource Partners at a Veterans Business Outreach Center, [sba.gov/vboc](http://sba.gov/vboc). For veterans business information visit [sba.gov/veterans](http://sba.gov/veterans).

# Write your Business Plan

Your business plan is the foundation of your business. Learn how to write a business plan with the help of an SBA Resource Partner.



## Business plans help you run your business.

A good business plan guides you through managing your business. You'll use your business plan as a roadmap for how to structure, run, and grow your new business.

Business plans can help you get funding or bring on new business partners. Investors want to see a return on their investment. Your business plan is the tool you'll use to convince people that working with you—or investing in your company—is a smart investment. Brain storm with a business counselor (visit one of our SBA Resource Partners detailed on page 8) and write a **traditional business plan**, which uses a standard structure and detailed sections. Once you've got it all down, you can then condense it to a lean startup business plan, which typically contains key points on only one page.

## TRADITIONAL BUSINESS PLAN FORMAT

When you write your business plan, you don't have to stick to the exact business plan template. Instead, use the sections that make the most sense for your business and your needs.

### Executive Summary

Briefly summarize your company and why it will be successful. Include your mission statement, your product or service, and basic information about your company's leadership team, employees, and location. You should also include financial information and high-level growth plans if you plan to ask for financing.

### Company Description

Go into detail about the problems your business solves. Be specific as to audience and location. List out the consumers, organizations, or businesses your company plans to serve.

Explain the competitive advantages you have that will make your business successful. Are there experts on your team? Have you found the perfect location? Your company description is the place to boast about your strengths.

### Market Analysis

Demonstrate a solid understanding of your industry outlook and target market. This is where it pays to partner with an experienced business counselor from your local Small Business Development Center, SCORE, Women's Business Center, or Veterans Business Outreach Center—all these SBA Resource Partners provide free or low-cost business assistance. Competitive research will show what other businesses are doing and their strengths. In your market research, look for trends and themes. What do successful competitors do? Why does it work? Can you do it better? Now's the time to answer these questions.

### Organization and Management

Explain how your company will be structured and who will run it.

Describe the legal structure of your business. State whether you have or intend to incorporate your business as a C or an S corporation, form a general or limited partnership, or if you're a sole proprietor or limited liability company.

**Want to see an example of a business plan?**

View examples of business plans at [sba.gov/business-guide/plan/write-your-business-plan-template](https://sba.gov/business-guide/plan/write-your-business-plan-template)



## TRADITIONAL BUSINESS PLAN CHECKLIST

- ☐ Executive summary
- ☐ Company description
- ☐ Market analysis
- ☐ Organization and management
- ☐ Service or product line
- ☐ Marketing and sales
- ☐ Funding request
- ☐ Financial projections
- ☐ Appendix

Use an organizational chart to show the hierarchy. Explain how each person's experience will contribute to the success of your venture. Consider including CVs of key members.

### Service or Product Line

Describe what you sell or what service you offer. Explain how it benefits your customers and the product lifecycle. Share your plans for intellectual property, like copyright or patent filings. If you're doing research and development for your service or product, explain it.

### Marketing and Sales

Your marketing strategy should evolve and change to fit your needs in each context.

Describe how you'll attract and retain customers. Show how a sale will actually happen. You'll refer to this section later when you make financial projections, so be thorough.

### Funding Request

If you're asking for funding, outline your funding requirements. Specify whether you want debt or equity and the terms you'd like. Your goal is to clearly explain how much funding you'll need over the next five years and how the investment will be used.

Specify if you need funds to buy equipment or materials, pay salaries, or cover specific bills until revenue increases. Explain how you'll pay off the debt.

### Financial Projections

Supplement your funding request with a prospective financial outlook for the next five years. Show how your business will be a financial success.

If your business is already established, include income statements, balance sheets, and cash flow statements for the last three to five years. List collateral you could put against a loan.

Include forecasted income statements, balance sheets, cash flow statements, and capital expenditure budgets. For the first year, be even more specific and use quarterly—or even monthly—projections. Make sure to clearly explain your projections and match them to your funding requests.

Use visual organization tools--graphs and charts—to tell your business's financial story.

### Appendix

Here you'll attach supporting documents or other requested materials. Common items to include are credit histories, CVs, product pictures, letters of reference, licenses, permits, patents, legal documents, and other contracts.

## LEAN STARTUP PLAN FORMAT

Write a lean startup plan if requested from an investor, or if your business is relatively simple or you plan to regularly change and refine as you go.

Lean startup plans use more visual organization tools and only a handful of elements to describe your company's value proposition, infrastructure, customers, and finances. They're useful for visualizing your company's fundamental facts. Your business counselor can help you edit down into the Business Model Canvas, used here—the most well known style, or another lean startup template.

### Key Partnerships

Note the other businesses you'll work with--suppliers, manufacturers, subcontractors, and similar strategic partners.

### Key Activities

List the ways your business will gain a competitive advantage. Will you sell direct to consumers or use technology to tap into the sharing economy?

### Key Resources

List resources you'll leverage to create value for your customer. Your most important assets include staff, capital, or intellectual property. Leverage business resources that might be available to women, veterans, Native Americans, and HUBZone-certified businesses.

### Value Proposition

Make a clear and compelling statement about the unique value your company brings to the market.

### Customer Relationships

Describe how customers will interact with your business. Think through the customer experience from start to finish. Is it automated or personal? In person or online?

### Customer Segments

Name your target market. Your business won't be for everybody; it's important to have a clear sense of who you serve.

### Channels

List the most important ways you'll talk to your customers.

### Cost Structure

Will your company focus on reducing cost or maximizing value? Define your strategy, then list the most significant costs you'll face.

### Revenue Streams

Explain how your company makes money: direct sales, memberships fees, selling advertising space? If your company has multiple revenue streams, list them all.

## LEAN STARTUP PLAN CHECKLIST

- |   |  |
|---|--|
| <input type="checkbox"/> Key partnerships       | <input type="checkbox"/> Customer segments |
| <input type="checkbox"/> Key activities         | <input type="checkbox"/> Channels          |
| <input type="checkbox"/> Key resources          | <input type="checkbox"/> Cost structure    |
| <input type="checkbox"/> Value proposition      | <input type="checkbox"/> Revenue streams   |
| <input type="checkbox"/> Customer relationships |  |

# Matt Chverchko & Ethan Wendle

CO-FOUNDERS, DIAMONDBACK AUTOMOTIVE ACCESSORIES INC.

*Philipsburg, PA*

**Matt Chverchko and Ethan Wendle met as engineering students at Penn State University while working together on a classroom project.** The SBA helped Matt and Ethan develop their project—a durable truck bed cover—into a business with a production facility employing over 75 in western Pennsylvania.

DiamondBack Automotive Accessories Inc. makes load-bearing truck bed covers built with ultra-durable and secure lightweight aluminum. Matt designed the product after a thief stole equipment out of the bed of his truck. Manufacturing and distributing out of a trailer then a garage, the business partners worked tirelessly to grow sales. They received expert business guidance from the SBA Pittsburgh District Office, which lead them to SBA-backed financing. Matt and Ethan produce a product line here in western PA and export around the world.

- **What challenge did you have?** We always wanted to manufacture here in the U.S. and make a difference in our community. We knew that meant building our own facility. Access to capital is always a challenge for young entrepreneurs and small business owners. We made the decision to sell directly to our customers, and that has created a loyal client base and improved our long-term viability. But we still weren't able to find traditional financing in order to build a manufacturing plant to further grow our product lines.
- **What was the SBA solution?** Our small business qualified for an SBA-backed 504 Certified Development Company Loan. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. This SBA-backed loan allowed us to purchase real estate with a long-term, fixed-rate mortgage. We then custom built a 37,000-square-foot facility in rural Philipsburg, providing meaningful employment and giving us room to grow. We're grateful to live in a nation where a government agency like the SBA exists.
- **What benefit did this have for you?** We have loyal employees and a strong client base—it doesn't get better than that. SBA-backed financing supports small business expansion, enabling us to create jobs and grow our local economy. For DiamondBack, the SBA was the best business fit. In fact, thanks to the SBA, we're hoping to add more employees to our team.





**“  
SBA-backed financing  
supports small business  
expansion, enabling us to  
create jobs and grow our  
local economy.”**

**Matt Chverchko & Ethan Wendle**  
Co-founders, DiamondBack Automotive Accessories Inc.



# FUNDING PROGRAMS

Financing Your Small Business

How We Did It

## Crafting a Business

SBA-backed financing helped Superstition Meadery expand into a multimillion dollar enterprise.

WRITTEN BY BECKY BOSSHART



**J**ennifer and Jeff Herbert's home-based brewing has expanded into a global, multimillion dollar enterprise thanks to SBA assistance. Using Arizona honey and ingredients they've sourced from around the world (such as Tahitian vanilla and Moroccan saffron), the Herberts are selling nearly 30,000 gallons annually of their honey-based fermented beverage. They operate a downtown Prescott, Arizona tasting room and state-of-the-art production facility, creating jobs and building a local craft industry. The Herberts, founding members of the American Mead Makers Association, have traveled around the world hosting pairing events and pouring at craft beverage festivals.


### Challenge

The Herberts wanted to scale up their meadery while also staying true to their values of quality ingredients and craft process. It is often difficult for new entrepreneurs or unique concepts like a meadery to get traditional financing, even though they knew they had a great idea, the backing wasn't there to expand. They say that choosing to do something new breaks the mold, which can be uncomfortable for traditional lenders.

### Solution

Thanks to guidance from an SBA Resource Partner, the Small Business Development Center at Yavapai Community College, Jennifer and Jeff learned about financing that worked for them. The SBA guarantees loans made by lending institutions to small business that would not otherwise be able to obtain financing. Their small business qualified for two SBA-backed loans totaling more than \$600,000. The Herberts' first SBA-backed loan allowed them to acquire commercial property to design and build their mead production facility. Their second SBA-backed loan provided the funding for professional brewing equipment to complete their 7,450-square-foot production space. The Herberts recently purchased a historic building in downtown Phoenix, Arizona to open a mead-pairing restaurant.

### Benefit

The Herberts started with two employees and now have over 20 producing 29,000 gallons this year. From a homegrown setup, Jennifer and Jeff are now charting revenue in excess of \$2.6 million and distributing to 37 states, across Europe and Southeast Asia. They have plans for another expansion, including a shipping warehouse to manage their online retail and wholesale orders. 



Jeff & Jennifer Herbert, owners of Superstition Meadery, completed their 7,450-square-foot production space and opened a tasting room in Prescott, AZ with the assistance of SBA-backed financing. See their story on YouTube by searching for the 2019 National Small Business Persons of the Year.

## 5 Tips for Success

### Get guidance.

Develop a working relationship with an SBA Resource Partner (see page 8) to help you find the funding that works best for you.

### Define your lending needs.

Determine if a loan is right for you. Is this the right time? How much do you need? What are you going to use it for?

### Talk to multiple lenders.

See who best matches you and your business. Has the lender successfully worked with other businesses in your industry?

### Check all options.

Consult with your lender to see if you're eligible for SBA financing programs, determined by your industry & experience; collateral; credit score; and the relationship & transparency you develop with the lending agent.

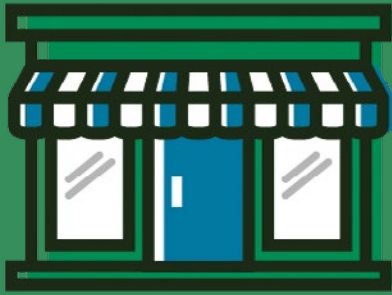
### Be ready for the ups and downs.

Your entrepreneurial endeavor will be a roller coaster ride filled with challenges and successes. The path is all consuming so make sure that you love what you do. Passion is the price of admission.



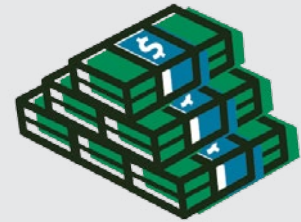
# Lender Match

Find a lender interested in working with you at **[sba.gov/lendermatch](https://sba.gov/lendermatch)**. This matching tool connects entrepreneurs with SBA Lenders in your area.



# SBA-backed Loans

help small business owners and entrepreneurs who are creditworthy but don't qualify for conventional financing. If you cannot obtain a business loan with reasonable rates and terms, contact your local SBA Lender to see if you are eligible for SBA programs. The SBA works with participating lenders to reduce their risk, increasing the likelihood your loan will be approved with the terms that work best for you. The guarantee is conditional on the lender following SBA program requirements. Just like with any other loan, you make your loan payments directly to your lender in accordance with your terms.



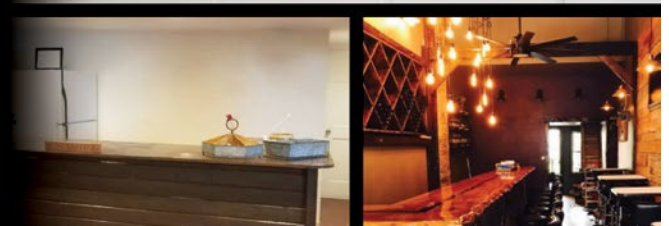
WASHINGTON COUNTY COUNCIL  
ON ECONOMIC DEVELOPMENT

## WE CAN HELP YOUR BUSINESS GROW!

Start or expand your business IN Southwestern Pennsylvania with an SBA Microloan. The state's oldest and largest SBA Microlender, providing financing and technical assistance... Let us help you be successful!

Washington, Greene, Fayette, Westmoreland,  
Beaver & Allegheny Counties.

(724) 225-8245 | [www.washingtoncountypa.org](http://www.washingtoncountypa.org)



Black Dog Wine Company | Oakdale, PA

[www.blackdogwinecompany.com](http://www.blackdogwinecompany.com)

# SBA Lenders

Contact the lender for more information.

## ALLEGHENY COUNTY

### Allison Park

**Enterprise Bank**  
4091 Mt. Royal Blvd.  
(412) 487-6048  
[enterprise.bankpgh.com](http://enterprise.bankpgh.com)

### Monroeville

**Standard Bank**  
2640 Monroeville Blvd.  
(412) 856-0354  
[standard.bankpa.com](http://standard.bankpa.com)

### Moon Township

**Clearview Federal Credit Union**  
8805 University Blvd.  
(412) 269-3011  
[clearviewfcu.org](http://clearviewfcu.org)

### Pittsburgh

**Bank of America**  
USXTower  
600 Grant St., 53rd floor  
(800) 518-3179  
[bofam1.com](http://bofam1.com)

**Bridgeway Capital**  
707 Grant St., suite 1920  
(412) 201-2450  
[bridgewaycapital.org](http://bridgewaycapital.org)

**Citizens Bank**  
525 William Penn Place  
(412) 227-1558  
[citizensbank.com](http://citizensbank.com)

**Dollar Bank FSB**  
340 Fourth Ave.  
(800) 828-5527  
[dollarbank.com](http://dollarbank.com)

**Fifth Third Bank**  
707 Grant St., 21st floor  
(412) 291-5482  
[53.com](http://53.com)

**First National Bank Of Pennsylvania**  
1 North Shore Center  
(800) 555-5455  
[fnb-online.com](http://fnb-online.com)

**Huntington National Bank**  
310 Grant St.  
(412) 667-6390  
[huntington.com](http://huntington.com)

**Key Bank**  
11 Stanwix St.  
(412) 807-2900  
[key.com](http://key.com)

**Northside Community Development Fund**  
922 Middle St.  
(412) 322-0290  
[nscdfund.org](http://nscdfund.org)

**PNC Bank**  
1 PNC Plaza  
(888) 762-2265  
[pnc.com](http://pnc.com)

**Regional Development Funding Corp.**  
3816 S. Water St.  
(412) 471-1030  
[rdfc.net](http://rdfc.net)

**West View Savings Bank**  
9001 Perry Highway  
(412) 364-1911  
[wvsbank.com](http://wvsbank.com)

## ARMSTRONG COUNTY

**Elderton**  
**Elderton State Bank**  
143 N. Main St.  
(724) 354-2111  
[eldertonbank.com](http://eldertonbank.com)

**BEAVER COUNTY**  
**Beaver**  
**West Aircomm Federal Credit Union**  
485 Buffalo St.  
(724) 775-6640  
[westaircomm.com](http://westaircomm.com)

**BEDFORD COUNTY**  
**Bedford**  
**Hometown Bank of Pennsylvania**  
638 E. Pitt St.  
(814) 623-6093  
[hometown.bankpa.com](http://hometown.bankpa.com)

**BLAIR COUNTY**  
**Altoona**  
**Altoona First Savings Bank**  
203 N. Logan Blvd.  
(814) 943-5411  
[altoonabank.com](http://altoonabank.com)

**Altoona-Blair County Development Corp.**  
Devorris Center for Business Development  
3900 Industrial Park Drive  
(814) 944-6113  
[abcdcorp.org](http://abcdcorp.org)

**PennCrest Bank**  
1201 12th St.  
(814) 944-2011  
[penncrest.bank](http://penncrest.bank)

**Reliance Bank**  
1921 Pleasant Valley Blvd.  
(800) 570-0876  
[reliancebank.bank](http://reliancebank.bank)

**BUTLER COUNTY**  
**Butler**  
**Nextier Bank**  
245 Pittsburgh Road  
(800) 262-1088  
[nextierbank.com](http://nextierbank.com)

**Mars**  
**Mars National Bank**  
145 Grand Ave.  
(724) 625-1594  
[marsbank.com](http://marsbank.com)

**CAMBRIA COUNTY**  
**Johnstown**  
**1st Summit Bank**  
125 Donald Lane  
(888) 262-4010  
[1stsummit.com](http://1stsummit.com)

**Ameriserv Bank**  
216 Franklin St.  
(800) 837-2265  
[ameriserv.com](http://ameriserv.com)

**Johnstown Area Regional Industries**  
245 Market St., suite 200  
(814) 535-8675  
[jari.com](http://jari.com)

**USSCO Johnstown FCU**  
532 Oakridge Drive  
(814) 266-4987  
[usscofcu.org](http://usscofcu.org)

**CENTRE COUNTY**  
**State College**  
**SPE FCU**  
650 Science Park Road  
(877) 342-5975  
[pefcu.org](http://pefcu.org)

**CLARION COUNTY**  
**Clarion**  
**Clarion County Community Bank**  
333 W. Main St.  
(814) 226-6000  
[clarionbank.com](http://clarionbank.com)

**Fryburg**  
**First United National Bank**  
19535 Route 208  
(814) 354-7311  
[fun-bank.com](http://fun-bank.com)

**CLEARFIELD COUNTY**  
**Clearfield**  
**CBT Bank**  
11 N. Second St.  
(814) 765-7551  
[cbtbank.com](http://cbtbank.com)

**CNB Bank**  
31 S. Second St.  
(814) 765-9621  
[cnbbank.com](http://cnbbank.com)

**DAUPHIN COUNTY**  
**Harrisburg**  
**Mid Penn Bank**  
2407 Park Drive  
(717) 692-7118  
[midpennbank.com](http://midpennbank.com)

**DELAWARE COUNTY**  
**Bryn Mawr**  
**Bryn Mawr Trust Co.**  
801 Lancaster Ave.  
(610) 581-4910  
[bmtc.com](http://bmtc.com)

**ELK COUNTY**  
**Ridgway**  
**North Central PA Regional Planning & Development Commission**  
49 Ridgmont Drive.  
(814) 773-3162  
[ncentral.com](http://ncentral.com)

**ERIE COUNTY**  
**Erie**  
**Erie Bank**  
2035 Edinboro Road  
(814) 868-7523  
[eriebank.com](http://eriebank.com)

**Erie Federal Credit Union**  
3503 Peach St.  
(814) 825-2436  
[eriefcu.org](http://eriefcu.org)

**GREENE COUNTY**  
**Carmichaels**  
**Community Bank**  
100 N. Market St.  
(724) 966-5041  
[communitybank.tv](http://communitybank.tv)

## INDIANA COUNTY

**Indiana****First Commonwealth Bank**

600 Philadelphia St.

(800) 711-2265

**fcbanking.com****InFirst**

935 Philadelphia St.

(724) 349-2810

**infirstbank.com****Indiana****S&T Bank**

800 Philadelphia St.

(724) 349-0599

**stbank.com****Marion Center****Marion Center Bank**

1271 Indian Springs Road

(724) 464-2265

**marioncenterbank.com**

## JUNIATA COUNTY

**Mifflintown****Juniata Valley Bank**

218 Bridge St.

(717) 436-8211

**jvbonline.com**

## LANCASTER COUNTY

**Lancaster****Fulton Bank**

1 Penn Square

(800) 385-8664

**fultonbank.com**

## LYCOMING COUNTY

**Williamsport****Jersey Shore State Bank**

300 Market St.

(888) 412-5772

**jssb.com**

## MCKEAN COUNTY

**Smethport****Hamlin Bank & Trust Co.**

333 W. Main St.

(800) 747-9443

**hamlinbank.com**

## MERCER COUNTY

**Sandy Lake****Mercer County State Bank**

3279 S. Main St.

(724) 376-7015

**mcsbank.com**

## MIFFLIN COUNTY

**Belleville****Kish Bank**

4255 E. Main St.

(888) 554-4748

**kishbank.com**

## MONTGOMERY COUNTY

**Conshohocken****Firsttrust Savings Bank**

15 E. Ridge Pike

(800) 220-2265

**firsttrust.com**

## PERRY COUNTY

**Marysville****Riverview Bank**

200 Front St.

(717) 827-4039

**riverviewbankpa.com**

## SOMERSET COUNTY

**Somerset****Somerset Trust Co.**

151 W. Main St.

(800) 972-1651

**somersettrust.com**

## TIOGA COUNTY

**Wellsboro****Citizens & Northern Bank**

90-92 Main St.,

(570) 724-3411

**cnbankpa.com**

## UNION COUNTY

**Lewisburg****SEDA-COG Local Development Corp.**

201 Furnace Road

(570) 524-4491

**seda-cog.org**

## VENANGO COUNTY

**Emlenton****Farmers National Bank of Emlenton**

612 Main St.

(724) 867-2311

**farmersnb.com****Oil City****Northwest Pa Regional Planning & Development Commission**

395 Seneca St.

(814) 677-4800

**northwestpa.org**

## WARREN COUNTY

**Warren****Northwest Bank**

Liberty &amp; Second streets

(814) 723-9696

**nwsb.com**

## WASHINGTON COUNTY

**Charleroi****CFS Bank**

101 McKean Ave.

(724) 483-3566

**cfsbank.com****Washington****Chrome FCU**

480 Johnson Road, suite 120

(724) 704-9055

**chromefcu.org****Washington County Council on Economic Development**

273 S. Main St.

(724) 225-8250

**washingtoncountypa.org****Washington Financial Bank**

190 N. Main St.

(724) 222-3120

**mywashingtonfinancial.com**

## WESTMORELAND COUNTY

**Greensburg****The Progress Fund**

425 W. Pittsburgh St.

(724) 216-9160

**progressfund.org****Latrobe****Commercial Bank & Trust of PA**

900 Ligonier St.

(724) 539-3501

**cbthebankonline.com****Scottdale****Scottdale Bank & Trust**

150 Pittsburgh St.

(724) 887-8330

**midpennbank.com****OUT OF STATE PARTICIPATING SBA LENDERS****Bancorp Bank**

(302) 385-5000

**thebancorp.com****BankUnited**

(877) 779-2265

**bankunited.com****Branch Banking & Trust**

(800) 226-5228

**bbt.com****Bridge Bank**

(408) 423-8500

**westernalliance****bancorporation.com****Business Lenders**

(860) 244-9202

**businesslenders.com****Byline Bank**

(773) 244-7000

**bylinebank.com****Celtic Bank Corp.**

(800) 854-7848

**celticbank.com****Eaglebank**

(240) 497-2044

**eaglebankcorp.com****Farmers & Merchants Bank**

(410) 374-1510

**fmb1919.com****Farmers National Bank**

(330) 533-3341

**farmersbankgroup.com****First Bank**

(910) 246-6662

**localfirstbank.com****First Bank Financial Centre**

(888) 569-9909

**fbfcwi.com****First Financial Bank**

(870) 863-7000

**ffb1.com****First Home Bank**

(727) 394-2265

**firsthomebank.com****First Security Bank of Nevada**

(702) 853-0900

**firstsecuritybanknv.com****Five Star Bank**

(877) 226-5578

**five-starbank.com****Florida Capital Bank**

(800) 318-3159

**floridacapitalbank.com****Home Savings Bank**

(888) 822-4751

**homesavings.com****Independence Bank**

(270) 686-1776

**1776bank.com**



**Live Oak Banking Co.**

(910) 790-5867  
liveoakbank.com

**M&T Bank**

(716) 842-4470  
mtb.com

**Main Street Bank**

(304) 232-2001  
mymainstreetbank.com

**Newtek Small Business Finance**

(212) 356-9500  
newtekone.com

**NOA Bank**

(678) 385-0826  
noabank.com

**Northeast Bank**

(800) 284-5989

**North Valley Bank**

(614) 754-7226  
nvboh.com

**Paradise Bank**

(561) 392-5444  
paradisebank.com

**Premier Bank**

(800) 772-6497  
premierbankinc.com

**Radius Bank**

(312) 767-2665  
radiusbank.com

**Santander Bank**

(877) 768-1145  
santanderbank.com

**Savoy Bank**

(646) 775-4000  
banksavoy.com

**Spirit of Texas Bank**

(877) 302-1836  
sotb.com

**Stearns Bank**

(888) 320-2879  
stearnsbank.com

**Stone Bank**

(833) 253-2265  
stonebank.com

**The 504 Company**

(800) 923-2504  
the504company.com

**Unified Bank**

(740) 633-0445  
unifiedbank.com

**United Community Bank**

(800) 822-2651  
ucbi.com

**United Midwest Savings Bank North**

(800) 686-2052  
umwsb.com

**US Bank-SBA Division**

(888) 722-3948  
usbank.com

**Valley National Bank**

(908) 561-4606  
valleynationalbank.com

**Wells Fargo**

(612) 667-2710  
wellsfargo.com

**Wesbanco**

(724) 225-4220  
wesbanco.com

**World Trade Finance, Inc.**

(818) 556-8588  
worldtradefinanceinc.com

**Zions Bank**

(800) 974-8800  
zionsbank.com

## Participating Certified Development Companies

**Altoona Blair-County Development Corp.**

3900 Industrial Park Drive,  
Altoona  
(814) 944-6113  
abcdcorp.org

**Mahoning Valley Economic Development Corp.**

(330) 759-3668  
mvedc.com

**Regional Development Funding Corp.**

3816 S. Water St., Pittsburgh  
(412) 471-1030  
rdfc.net

**SEDA-COG Local Development Corp.**

201 Furnace Road, Lewisburg  
(570) 524-4491  
seda-cog.org

**South Eastern Economic Development Co. of Pennsylvania**

737 Constitution Drive, Exton  
(610) 458-5770  
seedcopa.com

**The 504 Company**

2009 Mackenzie Way,  
Cranberry  
(855) 504-7366  
the504company.com

## Community Advantage Lenders

**Bridgeway Capital-Pittsburgh**

707 Grant St., suite 1920  
(412) 201-2450  
bridgewaycapital.org

**Bridgeway Capital-Erie**

1001 State St., suite 1400  
(814) 451-1172  
bridgewaycapital.org

**Bridgeway Capital-Uniontown**

2 W. Main St., suite 135  
(724) 425-0330  
bridgewaycapital.org

**Progress Fund**

425 W. Pittsburgh St.,  
Greensburg  
(724) 216-9160  
progressfund.org

**Regional Development Funding Corp.**

3816 S. Water St., Pittsburgh  
(412) 471-1030  
rdfc.net

**The 504 Company**

2009 Mackenzie Way,  
Cranberry  
(855) 504-7366  
the504company.com

## Participating Microlenders

**Accion East**

(866) 245-2783  
us.accion.org

**Bridgeway Capital-Pittsburgh**

*Serving Allegheny, Armstrong, Beaver, Butler, Clarion, Crawford, Erie, Fayette, Greene, Indiana, Lawrence, Mercer, Venango, Washington, and Westmoreland counties*  
707 Grant St., suite 1920  
(412) 201-2450  
bridgewaycapital.org

**Excelsior Growth Fund**

2009 Mackenzie Way, Cranberry  
(855) 504-7366 or  
(866) 466-9232  
excelsiorgrowthfund.org

**JARI**

*Serving Blair, Cambria, Indiana and Somerset counties*  
245 Market St., suite 200  
Johnstown  
(814) 535-8675  
jari.com

**Northside Community Development Fund**

*Serving Allegheny County*  
922 Middle St., Pittsburgh  
(412) 322-0290  
nscdfund.org

**Washington County Council on Economic Development**

*Serving Allegheny, Beaver, Fayette, Greene, Washington, and Westmoreland counties*  
273 S. Main St., Washington  
(724) 225-8245  
washingtoncountypa.org

## Export Assistance Lenders

**Enterprise Bank**

(412) 487-6048  
enterprisebankpgh.com

**ExWorks Capital**

(312) 443-8500  
exworkscapital.com

## Small Business Investment Companies

**Tecum Capital**

8000 Brooktree Road, suite 310, Wexford  
(724) 602-4399  
tecum.com



# Financing 101

## 1 What do you need funding for?

- Start or purchase a business
- Purchase, renovate or expand facilities
- Purchase inventory, equipment or machinery
- Revolving credit/working capital for day-to-day expenses
- Export a product or service



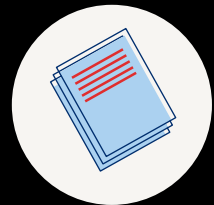
I need investors.

Look into SBICs.



I need to research and develop a business idea for commercialization.

Research the SBIR or STTR programs.



I'm bidding on a contract that requires me to be bonded.

Ask for information on SBA surety bonds.

## 2 Do you need help with your business plan or loan package?

If so, SBA Resource Partners can help. Find a list at your local SBA district office.



## 3 Now that you have your business plan and loan package ready, contact an SBA Lender to see if you qualify. There are two options...

A.

Check out Lender Match ([sba.gov/lendermatch](https://sba.gov/lendermatch)) to find an SBA Lenders who may specialize in your industry or type of project.

B.

Visit your local SBA district office for a list of local SBA Lenders.

### Be prepared to discuss:

- size and purpose of your loan
- how long your business has operated
- your credit history
- collateral
- financial projections
- technical assistance/mentoring needs



# Need Financing?

Visit your local SBA office or lender to learn about these funding options.

## The 7(a) Loan, the SBA's Largest Financing Program

If you cannot get conventional financing and you meet the eligibility requirements, you can use a 7(a) loan to buy real estate, equipment, or inventory for your small business. It may also be used for working capital, to refinance business debt or purchase a small business.

**MAX LOAN AMOUNT:** \$5 million

**INTEREST RATE:** generally prime + a reasonable rate capped at 2.75%

**TERMS:** loan term varies according to the purpose of the loan, generally up to 25 years for real estate, 10 years for other fixed assets and working capital

**GUARANTEE:** 50 to 90%

## CAPLines

Meet your revolving capital needs with lines of credit. CAPLines can be used for contract financing, seasonal lines of credit, builders line of credit, or for general working capital lines.

## SBA Express Loan

Featuring a simplified process, these loans are delivered by experienced lenders who are authorized to make the credit decision for the SBA. These can be term loans or revolving lines of credit.

**MAX LOAN AMOUNT:** \$350,000

**INTEREST RATE:** for loans less than \$50,000, prime + 6.5%; for loans of \$50,000 and greater, prime + 4.75%

**TERMS:** loan term varies according to the purpose of the loan, generally up to 25 years for real estate and 10 years for other fixed assets and working capital

**GUARANTEE:** 50%

## Community Advantage

A financing program for women, veterans, low-income borrowers, and minority entrepreneurs just starting up or in business for a few years. Receive free business counseling as you work with a community-based financial institution.

**INTEREST RATE:** prime + 6%

**TERMS:** up to 25 years for real estate, 10 years for equipment and working capital

**GUARANTEE:** 75 to 90%



## Microloans

Eligible businesses can startup and grow with working capital or funds for supplies, equipment, furniture and fixtures. Borrow from \$500 to \$50,000 and access free business counseling from microlenders.

**INTEREST RATE:** loans less than \$10,000, lender cost + 8.5%; loans \$10,000 and greater, lender cost + 7.75%

**TERMS:** lender negotiated, no early payoff penalty

## 504 Certified Development Company Loan

If you do not qualify for traditional financing, but would like to purchase or renovate real estate or buy heavy equipment for your business, ask about the 504 loan. It provides competitive fixed-rate mortgage financing through a lender and a Certified Development Company.

**MAX LOAN AMOUNT (UP TO 40% OF THE TOTAL PROJECT):** up to \$5 million; \$5.5 million for manufacturing or energy public policy projects

**INTEREST RATE:** below market fixed rates for 10, 20 or 25 year terms

**TERMS:** 20 or 25 years for real estate or long-term equipment, 10 years for general machinery and equipment

**GUARANTEE:** the lender provides a senior loan for 50% of the project cost (with no SBA guarantee); the CDC finances up to 40% in a junior lien position (supported by the SBA guarantee)

**SPECIAL CONDITION:** a minimum borrower contribution, or down payment, is required, amounts vary by project but are usually 10%

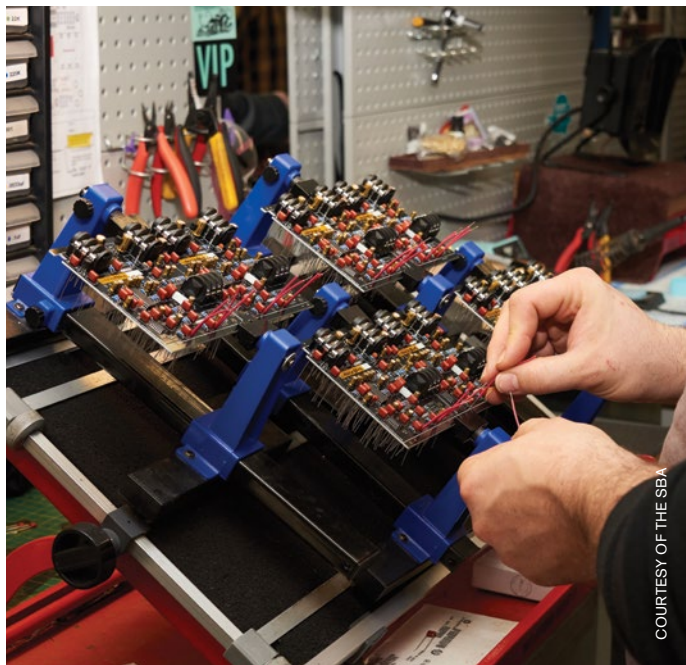


# Go Global with International Trade

Businesses that export are more resilient—they are less dependent on any one market. Exporting also stabilizes sales for those who make seasonal products.



COURTESY OF THE SBA



COURTESY OF THE SBA

## Expand your Market

Small businesses can enter and excel in the international marketplace using State Trade Expansion Program grants and training. Visit [sba.gov/internationaltrade](https://sba.gov/internationaltrade) to find out if your state is participating.

You can:

- learn how to export
- participate in foreign trade missions and trade shows
- obtain services to support foreign market entry
- translate websites to attract foreign buyers
- design international marketing products or campaigns

## Financing for International Growth

Having trouble securing capital to meet your small business exporting needs? Use SBA international trade programs to cover short or long-term costs necessary to sell goods or services abroad. Loan proceeds can be used for working capital to finance foreign sales or for fixed assets, helping you better compete globally. You can apply for lines of credit prior to

finalizing an export sale or contract, so adequate financing is in place by the time you win your contract. If you've been in business for at least a year, ask your area SBA regional finance manager about the Export Working Capital program. The International Trade Loan program also helps exporters who have been adversely affected by foreign importing competition, helping you better compete globally.

**Max loan amount:** \$5 million

**Interest rate:** for Export Working Capital, the rate is negotiated between borrower and lender. For the International Trade Loan, it also cannot exceed prime + 2.75% for loan amounts over \$50,000 and maturity of seven years or more

**Terms:** For Export Working Capital, typically one year, cannot exceed three years. For International Trade Loans, up to 25 years for real estate, up to 10 years for equipment

**Guarantee:** up to 90%

Export Express uses a streamlined process that expedites the SBA guarantee—what small businesses need most when preparing to export or ramping up international trade on a fast timeline.

**Max loan amount:** \$500,000

**Interest rate:** typically not to exceed prime + 6.5%

**Terms:** up to 25 years for real estate, up to 10 years for equipment, up to seven years for lines of credit

**Guarantee:** up to 90%

**Approval time:** 36 hours or less

## Expert Advice on Exporting

Find an SBA professional in one of the 21 U.S. Export Assistance Centers, [sba.gov/tools/local-assistance/eac](https://sba.gov/tools/local-assistance/eac), located in most major metro areas. The centers are also staffed by the U.S. Department of Commerce and, in some locations, the Export-Import Bank of the United States and other public and private organizations. Visit your local Small Business Development Center (see page 8) for exporting assistance from professional business counselors.





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## ▲ HOW THE SBA HELPED US SUCCEED

Small businesses that qualify for the SBA State Trade Expansion Program use grant proceeds to bolster their international market presence, which EarthQuaker Devices has done in a seismic way. A manufacturer of guitar special effects pedals in Akron, OH, EarthQuaker has built an international social media fanbase delivering content in seven languages, generating millions of website page views.

EarthQuaker owners Julie Robbins & Jamie Stillman developed their global marketing strategy and multilingual promo materials with the SBA State Trade Expansion Program. The couple also received global marketing counseling and research assistance from the Ohio Small Business development Center Export Assistance Network.

## Help with Trade Barriers

If you need assistance with international trade regulations, the SBA can be your advocate in foreign markets. Call toll free (855) 722-4877 or email your contact information and trade issue to [international@sba.gov](mailto:international@sba.gov).



# R&D Opportunities for High Growth Startups

Engaged in high-risk research and development? Compete for funding to develop your cutting-edge technology.



COURTESY OF THE SBA

## Do you work in one of these areas?

- » advanced materials
- » agTech
- » artificial intelligence
- » biomedical
- » cybersecurity
- » energy
- » first response
- » national security
- » space exploration

The Small Business Innovation Research and the Small Business Technology Transfer programs, also called America's Seed Fund, provide more than \$3.5 billion in early stage capital through a competitive awards process.

## How it works

Every year, participating federal agencies announce topical areas that address their R&D needs. Eligible businesses submit proposals to win either grants or contracts.

There are three phases:

- » The proof-of-concept stage typically lasts from 6-12 months, and ranges from \$100,000-\$225,000.
- » The full R&D period lasts about 24 months and typically provides \$600,000-\$1.5 million.
- » The commercialization stage is when you seek public or private funds for your venture.

## How your startup benefits

The funding agency does not take an equity position or ownership of your business. The federal government also protects data rights and the ability to win sole-source phase III contracts.

Participating agencies:

- » Department of Agriculture
- » Department of Commerce
  - » National Institute of Standards and Technology

## ▲ HOW THE SBA HELPED US SUCCEED

Killer Snails brings science out of the laboratory and into classrooms and living rooms with award-winning educational games, such as BioDive, Assassins of the Sea, and Biome Builder. The Brooklyn, NY-based business gained access to startup funding thanks to the Small Business Innovation Research program. Dr. Mandë Holford, left, Jessica Ochoa Hendrix, right, and Dr. Lindsay Portnoy envisioned how venomous marine snail research could be used in extended reality and digital learning to engage students and meet educators' needs. The business has raised more than \$1.2 million to support a team of full-time employees. Killer Snails's tabletop, digital, augmented and virtual reality games have won national and international awards.



- › National Oceanic and Atmospheric Administration
- » Department of Defense
- » Department of Education
- » Department of Energy
- » Department of Health and Human Services
- » Department of Homeland Security
- » Department of Transportation
- » Environmental Protection Agency
- » NASA
- » National Science Foundation

Visit **sbir.gov** to find funding opportunities and helpful program tutorials, as well as past award winners, such as Qualcomm, iRobot, Illumina, and Symantec.

### SBIR Road Tour

Visit **sbirroadtour.com** to learn about national events connecting entrepreneurs working on advanced tech to the country's largest source of early stage funding. Each SBIR Road Tour stop introduces participating federal agency program managers, who oversee over 5,000 new awards annually.

## Investment Capital

Looking for investors? For mature, profitable businesses with sufficient cash flow to pay interest, a Small Business Investment Company can help scale up your small business.

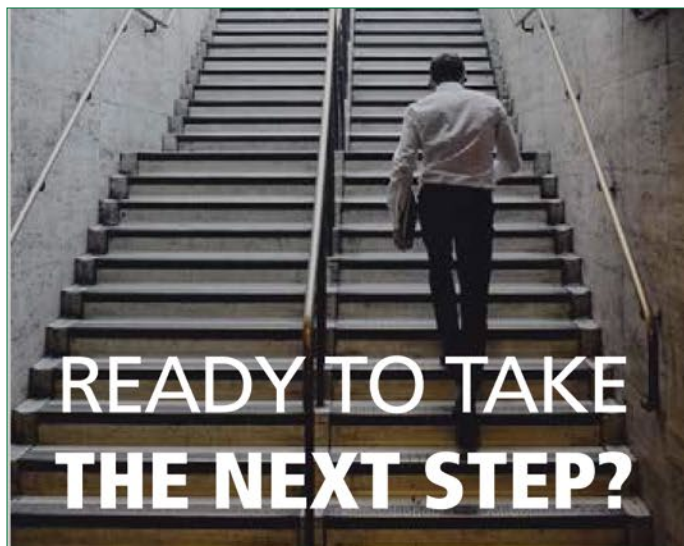
### How an SBIC works

Investment companies with financing expertise in certain industry sectors receive SBA-guaranteed loans, which means the federal government is responsible in case of default. These investment companies then use the SBA-guaranteed capital and private funds to invest in qualifying small businesses. Each SBIC has its own investment profile in terms of targeted industry, geography, company maturity, the types and size of financing they provide.

### To be eligible

The majority of your employees and assets must be within the United States. Some ineligible small businesses and activities include relenders, real estate, project financing, and foreign investment.

Visit **sba.gov** and click on Funding Program and then Investment Capital.



## READY TO TAKE THE NEXT STEP?

If you are interested in starting or growing your small business in our region, please contact us.  
**We would be happy to help!**



### WE PROVIDE:

- Affordable Lease Space
- Business Development
- Business/Industrial Sites
- Financing Packages
- Procurement Technical Assistance
- Site Assistance
- Workforce Development

**JARI** is here to help you establish and grow your company in today's global economy no matter what business you are in. JARI is a non-profit economic development organization that has been a devoted partner of the business community in Cambria and Somerset Counties since 1974.

**JARI**   
Growing Your Region

(814) 535-8675 | [www.jari.com](http://www.jari.com)  
245 Market Street, Suite 200, Johnstown, PA 15901



## How I Did It

# Smiling After the Storm

With SBA assistance, Stephanie Vitori rebuilt her Miami Beach, FL restaurant after Hurricane Irma.

WRITTEN BY JESS WALKER

If you ask Stephanie Vitori, the person who coined the term “bittersweet” must have run a business. In the 15 years Stephanie has owned Cheeseburger Baby, the Florida burger joint has endured recessions, multiple hurricanes, and competition from corporate franchises. She has grown along with Cheeseburger Baby, changing with each stage of the business lifecycle.

Vitori worked as a delivery driver before purchasing the business in 2004. Since then, she’s expanded by purchasing two food trucks. She runs an open kitchen, which means customers can watch their 100% Angus

beef cheeseburgers sizzle on the flat-top grill. Burgers are kept classic, no extra frills. “People feel at home,” Stephanie says. “You’re not just another table somebody has to serve.” Here, everybody feels like somebody, she says. So many people love a good cheeseburger, which is why all kinds of people are attracted to her restaurant. Cheeseburger Baby’s handcrafted patties have been featured on the Food Network and consumed by celebrities such as





Jay-Z and Kanye West. Stephanie has met famous chefs “all through a cheeseburger.” But just as special to her is the Vietnamese couple who came in one day, speaking little English. They were eager to meet Stephanie and show her a napkin with “Cheeseburger Baby” scrawled on it. On the other side of the world, a friend had told them to come, so they did. It all just goes to show you, Stephanie says, people come together for a great cheeseburger.

### Challenge

Despite these sweet moments, there have also been bitter ones. Hurricane Irma struck in 2017, and Cheeseburger Baby lost equipment and food supplies. Thirty percent of sales blew away with the wind. “It was a zombie zone in South Beach. People were scared to come since they thought everything was destroyed,” Stephanie says. “It was the roughest road I’ve ever traveled.”

### Solution

An SBA disaster assistance loan aided Cheeseburger Baby’s recovery. The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair damage or replace property not covered by insurance or other forms of assistance. SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. The SBA also introduced Stephanie to her local Small

**When you're affected by a disaster** the SBA, the Federal Emergency Management Agency, and other organizations work together to provide assistance. Once immediate safety and security needs are met, the SBA helps get you and your community back to where you were before the disaster. Since low-interest SBA disaster assistance loans are government aid, creditworthiness and the ability to repay are taken into consideration before a loan is awarded.

## What to do after a Disaster Declaration

*After a disaster is declared by the President*



Register with FEMA at **disasterassistance.gov**, or call (800) 621-3362, TTY 800-462-7585, or visit a Disaster Recovery Center. Locations can be found at **fema.gov/drc**. Businesses are automatically referred to the SBA. Most homeowners and renters will be referred by FEMA to the SBA to apply for disaster loan assistance. You must complete the SBA application to be considered for assistance. If the SBA cannot help you with a loan for all your needs, the SBA will in most cases refer you back to FEMA. If you do not complete an SBA application, you may not be considered for assistance from other agencies.

### Express Bridge Loan Pilot Program

Businesses affected by a Presidential disaster declaration are eligible to receive expedited financing through an SBA Express lender. These funds may be used for disaster-related purposes while the business waits for long-term financing through the SBA’s direct disaster loan program.

**Loan Amount:** \$25,000

**Terms:** up to seven years

**Guarantee:** 50%

*After a disaster is declared by the SBA*

Businesses of all sizes, nonprofits, homeowners, and renters are eligible to apply for an SBA disaster assistance loan. Visit a Business Recovery Center or Disaster Loan Outreach Center in your area or visit **disasterloan.sba.gov/ela** to apply for a loan. You can also call the SBA customer service center at (800) 659-2955, TTY (800) 877-8339, and ask for an application package. FEMA grant assistance for homeowners or renters is not available under an SBA declaration.



Information you need to get started:

- address of damaged residence or business and contact information
- insurance information, including type of insurance, policy numbers, and amount received
- household and/or business income
- description of disaster-caused damage and losses





Business Development Center, which provided assistance with financing options and marketing. She continues to meet with SBDC advisers every month to remain competitive in an ever-changing economy.

During disasters, the responsibility falls on the owner's shoulders. But one lesson Stephanie has learned is the value in reaching out to others for assistance and counsel. While her brick-and-mortar restaurant was being rebuilt, she sold from a food truck. When the restaurant was operational again, she advertised that with spray paint on the plywood covering the broken windows. Stephanie and her wife, Gabriele Vitori, rebuilt Cheeseburger Baby by depending on each other and SBA assistance. See their story on YouTube by searching for the 2019 Phoenix Award for Small Business Disaster Recovery. "You've got to have resiliency. You've got to swallow your pride sometimes," Stephanie says. "But you also have to believe in your product."

#### Benefit

For Cheeseburger Baby, that product will continue satisfying the burger hankerings of locals, celebrities, and tourists alike. Vitori sees expansion in her future—she'd like to have a brick-and-mortar restaurant and food truck in each growing town in South Florida. "My whole life is this. I've always felt a love for business ownership," Vitori says. "That drive keeps you going." ■

The SBA provides direct low-interest loans to businesses of all sizes, nonprofits, homeowners, and renters to repair or replace damaged property not covered by insurance or other forms of assistance.

SBA disaster assistance loans can also be used to rebuild stronger, protecting your home or business against future damage caused by a disaster. For information visit **[sba.gov/disaster](https://sba.gov/disaster)**.

## Keep in mind

Since an SBA disaster assistance loan is a direct loan from the government, other organizations may reduce or not award you a grant if you have received an SBA loan or other assistance for your disaster loss. Be sure to check with the organization offering assistance to see how an SBA loan might affect your eligibility for their program. In general, recovery expenses covered by insurance, FEMA or other forms of assistance may reduce the amount provided by your SBA disaster assistance loan.

## Get Ready

The Ready Business program, [ready.gov/business](https://ready.gov/business), gives step-by-step guidance on how to prepare your business for a disaster. The series includes preparedness toolkits for earthquakes, hurricanes, inland flooding, power outages, and severe winds/tornadoes. Spanish materials are available.



## Getting Back to Business:

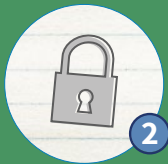
*Six essential preparedness steps for creating a continuity plan*

The financial and emotional cost of rebuilding a business after a disaster can be overwhelming. With a business continuity plan in place, you can recover more quickly. Your plan also puts you in a better position to contribute to the economic recovery of your community.



### Establish a communications plan

- Test your calling tree or communications list to reach employees to ensure they and their families are safe.



### Protect your documents

- Keep copies of vital business documents in a digital format or in an accessible, protected off-site location.



### Review insurance coverage

- Contact your insurance agent to find out if your coverage is right for your business; make sure you understand the policy limits and deductibles.
- Ask about business interruption insurance, which compensates you for lost income and covers operating expenses if your company has to temporarily shut down because of a disaster.



### Establish a solid supply chain

- If your vendors and suppliers are local and the disaster is widespread, you will all be in the same situation—struggling to recover. Put a disaster response plan in place to get key supplies from companies outside your area. Create a contact list of contractors and vendors you plan to use.



### Plan for an alternative location

- Identify several places to relocate your operations in case you must close your primary location for an extended time.
- Consider creative options for available office space, including sharing space and resources with other businesses.
- Allow employees to telecommute until your location reopens.



### Practice your plan with your staff

**Based on your location, assess your risk for every type of emergency.**

- Discuss as a group how your plan would be affected by different types of disasters, such as an earthquake, tornado, flood, mudslide, or hurricane.

# Surety Bonds

SBA-backed surety bonds help small businesses succeed.

Eligible small businesses in the construction, supply, and service sectors better compete for contracting and subcontracting jobs using SBA-backed surety bonds.

## How you benefit

Surety bonds help small businesses receive the bonding assistance they need to win contracts by providing the customer with a guarantee the work will be completed.

## How surety bonds work

Many contracts require surety bonds, which are offered by surety companies. The SBA guarantee provides an incentive for surety companies to work with small businesses that would normally not be able to obtain the bond.

## Is the program right for you?

Small businesses that often come to the SBA for surety bonds:

- » startups and firms in business less than three years
- » businesses with credit issues or internally prepared financial statements
- » those who cannot secure bonding through regular commercial channels
- » subcontractors with a desire to establish their own bonding as a prime contractor
- » those wishing to increase their current bonding limits



## ▲ HOW THE SBA HELPED ME SUCCEED

With SBA-backed surety bonds, Frank Spencer III has been able to better compete for commercial and government contracts. Aztec Contractors of El Paso, TX received the bonding support it needed to compete for construction contracts with the General Services Administration, U.S. Army Corps of Engineers, and the Mission and Installation Contracting Command. Frank acquired Aztec in 2006 with no capital and only two employees. Now he employs 25 full time and provides internship opportunities. Sales have grown to about \$30 million annually. Aztec now qualifies for bonding in the standard surety market without SBA support.



**For all contracts and subcontracts up to \$6.5 million, the SBA guarantees bid, payment, performance, and ancillary bonds issued by surety companies. For federal contracts up to \$10 million, the SBA makes a guarantee if it's in the best interest of the government.**

The SBA reimburses surety companies in case of default 90% of losses sustained for veteran & service-disabled veteran, minority, 8(a), and HUBZone-certified small businesses; all projects up to \$100,000 and 80% for all other small businesses.

## Need a surety bond guarantee fast?

For contracts under \$400,000, the process is streamlined using the SBA's QuickApp program.

- » easy application
- » no need to submit financials to the SBA
- » online applications submitted to SBA authorized agents approved within hours



## Ready to start?

The SBA partners with 36 surety companies and hundreds of bonding agents. Find authorized agents at [sba.gov/osg](https://sba.gov/osg).

Do you want to discuss the advantages of the SBA's Surety Bond Guarantee program? Contact a bonding specialist:

**Tamara E. Murray**  
Denver, CO  
(303) 927-3479

**Kevin Valdes**  
Seattle, WA  
(206) 553-7277

**Jennifer C. Bledsoe**  
Washington, DC  
(202) 205-6153

# CONTRACTING

Doing Business with the Government



How I Did It

COURTESY OF THE SEA

## Taking the Helm

Jennifer Rahn steers Admiral Engineering and Manufacturing to success as a government subcontractor.

WRITTEN BY MICAELA MORRISSETTE



**J**ennifer Rahn was first hired as an office assistant at Phoenix, Arizona-based Admiral Engineering and Manufacturing Co. Rising to the top in a sector dominated by men, Rahn's career sounds a lot like the classic American success story. She got there with the help of a mentor and business growth earned as a federal government subcontractor.

For 16 years, Rahn worked side-by-side with then-owner David Schlosser, who became her mentor. Rahn says she learned "everything it takes to run a machine shop. I naturally just picked it up and wanted it."

The learning curve was steep—Admiral specializes in complex machined parts for industries including aerospace and communications—and Schlosser expected as much as he gave. "When I did something wrong, he told me, and I didn't do that again," Rahn

said, laughing.

One of their largest clients, aerospace and defense company L3 Technologies, nominated Admiral for the SBA Subcontractor of the Year award. As a subcontractor for L3 Technologies, Rahn said she gets great satisfaction from knowing soldiers are able to communicate with their leaders because of parts her company has made.

When Schlosser decided to retire, he asked Rahn to purchase Admiral.

"He did not want to sell to a corporation that would bring in their own people or end up foreclosing," Rahn says. "Then all your hard work is gone. I agreed because it was everything I had spent my life working on, too."

In September 2017, she took over as owner and president. Ownership transition poses a unique set of challenges. Rahn wanted to maintain relationships with her existing clients, which include

# 5 Tips for Success:

## Find a mentor.

I had a great mentor in my company, and I reached for opportunity when it was in front of me.

## Always move forward.

The SBA has educational resources to improve your business know-how. To learn more about government contracting and SBA certification programs, call your local SBA district office or procurement center representative.

## Compete smart.

See if your company can use the SBA Subcontracting Network database, [https://eweb1.sba.gov/subnet/client/dsp\\_Landing.cfm](https://eweb1.sba.gov/subnet/client/dsp_Landing.cfm). SubNet connects businesses with subcontractors & small businesses with contract opportunities.

## Know your industry.

I see everything; I have my hands in everything. I don't want to expand to where I can't do that anymore.

## Build a team.

Everybody feels like this is our work family. My employees are as big a part of my company as I am, so I make sure they know that.

major government contractors. She's grateful prime contractors have incentive to subcontract with small business, and that helps businesses like Admiral.

Rahn has plans to grow, but not in the typical ways. She's investing in replacing equipment, enhancing efficiency and productivity while leading Admiral into new arenas like 3D printing. Because of the stability provided by being a government subcontractor, she's able to do all of this. ■



# How to do business with the government

- 1** Identify your product or service number at [naics.com](http://naics.com).
- 2** Search the FedBizOpps database ([fbo.gov](http://fbo.gov)) to see if any federal agencies are looking for your product or service.
- 3** Attend an SBA district office workshop on contracting. Visit [sba.gov/localassistance](http://sba.gov/localassistance) to find your local office.
- 4** Talk to a local Small Business Development Center counselor (see page 8) or visit a Procurement Technical Assistance Program adviser. Find your closest center at [aptac-us.org](http://aptac-us.org).
- 5** Obtain a free DUNS number at [fedgov.dnb.com/webform](http://fedgov.dnb.com/webform).
- 6** Register with the System for Award Management ([sam.gov](http://sam.gov)) to start doing business with the government.
- 7** Are you eligible for SBA certification programs? Read more about the 8(a), woman-owned small business, and HUBZone programs. Find out if you are eligible and upload all required documents to [certify.sba.gov](http://certify.sba.gov).

## Did you know

**buying a building is often more economical than leasing?**

**The SBA 504 Loan Program offers fixed, below-market interest rate loans with ONLY 10% DOWN.**

Now you can preserve cash, benefit from tax savings and build owner's equity by utilizing the SBA 504 Loan Program. The 504 Loan is designed for business owners like you who are looking to buy, construct, improve or refinance commercial and industrial buildings or to purchase or refinance heavy machinery and equipment.



Regional  
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Funding  
Corporation

Regional Development Funding Corporation (RDFC) is your trusted financing source for the SBA 504 loans in Pennsylvania and West Virginia. As the leading SBA 504 lender in Western Pennsylvania for the past 11 years and the only Statewide Certified Development Company in West Virginia, we are extremely passionate small business advocates committed to our mission of fostering the economic growth of diverse small businesses within our communities.

If you would like to discuss a specific project, or if you would like to hear more about our loan products, contact our offices at **877-832-6504** or visit us on the web at [www.rdfc.net](http://www.rdfc.net).



## **YOU MAY QUALIFY FOR DISADVANTAGED BUSINESS CERTIFICATION IF YOU ANSWER YES TO ALL OF THE FOLLOWING:**

- Are you a U.S. Citizen or lawfully admitted permanent resident?
- Is your firm at least 51% owned by a socially and economically disadvantaged individual who controls and manages the firm's daily business operations?
- Does your personal net worth not exceed \$1.32 million?

**IF YOU THINK YOU QUALIFY,  
CALL 412-350-4309.**



### **Allegheny County Department of Minority, Women & Disadvantaged Business Enterprise**

542 Forbes Ave • 204 County Office Building • Pittsburgh, PA 15219  
412-350-4309 • [mwdbe@alleghenycounty.us](mailto:mwdbe@alleghenycounty.us) • [www.facebook.com/mwdbe](http://www.facebook.com/mwdbe)

## **PA UCP CERTIFICATION COUNSELING SESSIONS**

Need assistance completing your PA UCP disadvantaged business certification application?

### **WE CAN HELP!**

#### **DIVERSITY BUSINESS RESOURCE CENTER – NORTH SIDE**

Every 2nd Thursday  
700 River Avenue, Suite 510, Pittsburgh, PA 15212  
To make an appointment call 412-322-3272

#### **COMMUNITY EMPOWERMENT ASSOCIATION – HOMEWOOD**

Every 3rd Tuesday  
7120 Kelly Street, Pittsburgh, PA 15208  
To make an appointment call 412-371-3689 x19

#### **HILL DISTRICT COMMUNITY DEVELOPMENT CORPORATION – HILL DISTRICT**

Every 3rd Thursday  
2015 Centre Avenue, Pittsburgh, PA 15219  
To make an appointment call 412-765-1820

#### **PENN STATE GREATER ALLEGHENY – MCKEESPORT**

2nd Tuesday of Every Other Month: Feb/Apr/Jun/Aug/Oct/Dec  
410 9th Street, McKeesport, PA 15132  
To make an appointment call 412-414-9808





# SBA Certification Programs

Your business could earn profit and gain valuable work experience by providing goods or services to the government.



COURTESY OF THE SUNDANCE CONSULTING

## ◀ HOW THE SBA HELPED ME SUCCEED

September Myres knew that becoming a government contractor would empower herself and other native peoples, while also growing her small business to the next level. She sought business development assistance from the SBA, qualifying for the SBA 8(a) Business Development Program, which helps small disadvantaged businesses compete in the federal marketplace. This program helped September strategically grow her company to become a competitive force in the environmental services industry. Sundance Consulting of Pocatello, ID has won contracts from the Army Corps of Engineers and the U.S. Forest Service. She has continually secured Department of Defense contracts to improve Native American lands adversely affected by past department activities. September often assists Native American tribes and Alaska Native villages with developing projects and community plans.

American Indians, Alaska Natives, and native Hawaiians seeking entrepreneurial development training can start, grow, and expand their business with the help of the SBA, [sba.gov/naa](https://www.sba.gov/naa). The Office of Native American Affairs also consults with tribal governments prior to finalizing SBA policies affecting tribes.

**Socially disadvantaged:** those subjected to racial or ethnic prejudice or cultural bias without regard to their individual qualities because of their identity as members of certain groups. The following groups often fit this status: Black Americans, Native Americans, Alaska Natives, Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. A person who is not a member of one of these groups must establish that it is more likely than not that he or she has suffered social disadvantage.

**Economically disadvantaged:** those whose ability to compete in the marketplace has been impaired because they have not had as much capital and credit opportunities compared to others in the same or similar line of business.

The benefits of the 8(a) program:

- » You are assigned an SBA professional to help coordinate business development assistance.
- » You could be awarded an 8(a) sole-source contract up to \$4 million for goods and services, \$7 million for manufacturing, exceptions apply.

8(a) small business that can provide the needed services. This is an accelerated process saving time for both you and the government agency or office.

## All Small Mentor-Protege Program

Looking for an opportunity to partner with a more experienced firm for mentorship? That effort can be rewarded in the All Small Mentor-Protege Program, [sba.gov/allsmallmpp](https://www.sba.gov/allsmallmpp). At the same time you're gaining invaluable direction and experience, you and your mentor can compete for government contracts, further growing your business. To qualify for this program:

- » Proteges must have a mentor prior to applying for the program. Visit your local SBA office for guidance. Ask about the SBA's Resource Partners and the Procurement Technical Assistance Program for help in connecting you with a mentor business.

Contracting certification programs are designed to help you better compete for and win federal contracts set aside for small businesses. Visit [sba.gov/contracting](https://www.sba.gov/contracting) to learn more about set-asides and whether one or more of these government certification programs is right for your business. To see if you are eligible and then certify as a woman-owned, HUBZone, 8(a), or All Small business, visit [certify.sba.gov](https://www.certify.sba.gov).

## 8(a) Business Development Program

If you're an entrepreneur who is socially or economically disadvantaged, you may be eligible to receive business training and government contracting assistance through the 8(a) Business Development Program, [sba.gov/8a](https://www.sba.gov/8a). It includes free business development

education, training workshops, and match-making opportunities with federal buyers. Firms owned by Alaska Native Corporations, Indian tribes, Native Hawaiian organizations, and Community Development Corporations are also eligible for 8(a) business development assistance.

To be eligible for the 8(a) program, your small business must:

- » be owned and controlled by U.S. citizens who are socially and/or economically disadvantaged
- » demonstrate at least a two-year track record and have potential for continued success
- » have a net worth and adjusted gross income of less than \$250,000 and assets under \$4 million



- » You must be certified as a small business within your NAICS industry classification ([naics.com](http://naics.com)).
- » Mentors and proteges must be organized for profit or as an agricultural cooperative.
- » Mentors cannot own more than 40% equity in the protege's business.
- » An SBA determination of affiliation must not exist between the mentor and the protege. All Small-approved partnerships receive an exclusion of affiliation for contracting purposes.

## HUBZone

Businesses located in Historically Underutilized Business Zones, [sba.gov/hubzone](http://sba.gov/hubzone), can gain special access to federal contracts. To qualify for the certification, your small business must:

- » be owned and controlled by U.S. citizens, a Community Development Corporation, an agricultural cooperative, Indian tribal government, Alaska Native Corporation, or a Native Hawaiian organization
- » have a principal office located in a HUBZone, which includes Indian reservations and military facilities closed by the Base Realignment and Closure Act. Enter your address in our interactive map, [maps.certify.sba.gov/hubzone/map](http://maps.certify.sba.gov/hubzone/map), to see if you qualify.
- » have at least 35% of your employees living in a HUBZone



## Service-Disabled Veterans

If you're a service-disabled veteran looking to enter the federal marketplace, you may be eligible for this small business certification. To determine your eligibility, contact a veterans business development officer at your local SBA office, or the SBA's Office of Veterans Business Development, [sba.gov/ovbd](http://sba.gov/ovbd). After you have set up to do business with the government in [sam.gov](http://sam.gov), update your status as a service-disabled veteran business. Keep in mind, the SBA does not officially certify this designation, so when a contract awarded based on this eligibility is protested, the SBA will determine if your business meets the eligibility status, ownership, and control requirements.

# Women-Owned Small Business Certification

If you're a woman proprietor looking to sell to the federal government, you may be eligible for the Women-Owned Small Business certification, [sba.gov/wosb](http://sba.gov/wosb).

Here's how to get certified:

## 1. Make sure you're eligible

- Your business must be at least 51 percent owned and controlled by one or more women who are U.S. citizens. The ownership must be direct and unconditional.
- A woman must hold the highest officer position and have managerial experience required to run the business.
- One or more women must manage the daily business operations on a full-time basis and conduct long-term decision making and planning.

To qualify as an economically disadvantaged woman-owned small business, your company must meet these criteria and the business owner and/or manager must meet certain income and asset requirements.

## 2. Register

- Register with the System for Award Management ([sam.gov](http://sam.gov)) to start doing business with the government.

## 3. Certify

Self-certify as a woman-owned small business or an economically disadvantaged woman-owned small business for free, or obtain certification from one of the SBA's approved third-party certifiers (which costs a fee):

- El Paso Hispanic Chamber of Commerce
- National Women Business Owners Corporation
- U.S. Women's Chamber of Commerce
- Women's Business Enterprise National Council

All required documents must be uploaded to [certify.sba.gov](http://certify.sba.gov) prior to submitting an offer on a contract set aside for the program.

## 4. Update your status

- Update your status as a woman-owned small business in [sam.gov](http://sam.gov).

## 5. Search the database

- Search the FedBizOpps database ([fbo.gov](http://fbo.gov)) for your new business opportunity.



An O'Fallon Casting Inc. employee at work in O'Fallon, MO. Owner Vince Gimeno grew his business thanks to expert SBA business counseling.

## By the Numbers

The U.S. government is the largest single purchaser of goods and services in the world. Every year it awards more than

# \$500 billion

in contracts.

Of those prime contracts, the federal government must set aside 23 percent for small businesses.



**This includes:**

- 5 percent for small disadvantaged businesses
- 5 percent for women-owned small businesses
- 3 percent for HUBZone-certified small businesses
- 3 percent for service-disabled veteran-owned small businesses

# Get Expert Contracting & Certification Help

Federal contracting can be complex, but you don't have to do it alone. A Procurement Technical Assistance Center or Government Agency Coordination Office adviser can help you determine if your business is ready for government contracting. An adviser can also help you register in the System for Award Management ([sam.gov](https://sam.gov)), and see if you're eligible for any small business certifications and/or programs. One-on-one counseling is free or low cost. Visit [sba.gov/localassistance](https://sba.gov/localassistance) to find your local SBA office or an SBA Resource Partner near you (see page 8).

### California University of Pennsylvania Government Agency Coordination Office

*Serving Allegheny, Beaver, Butler, Greene,  
and Washington counties*  
Director Kate Glodek  
250 University Ave.  
California  
(724) 938-5881  
[calu.edu/gaco](https://calu.edu/gaco)

### GACO California University of Pennsylvania, Pittsburgh office

*Serving Allegheny, Beaver, Butler, Greene,  
and Washington counties*  
Manager Tyler Verin  
700 River Ave., suite 220  
(412) 237-6098

### GACO Slippery Rock University

*Serving Allegheny, Beaver, Butler, Greene,  
and Washington counties*  
Manager Renee Decker  
006 Eisenberg Classroom Building  
Slippery Rock  
(724) 738-2346  
[sru.edu/gcac](https://sru.edu/gcac)

### Indiana University of Pennsylvania Government PTAC

*Serving Allegheny, Armstrong, Fayette,  
Indiana, and Westmoreland counties*  
Director Ron Moreau  
650 S. 13th St.  
Robert Shaw Building, room 5  
Indiana  
(724) 357-7824  
[iup.edu/ptac](https://iup.edu/ptac)

### JARI PTAC

*Serving Cambria and Somerset counties*  
Director Lenora Leasure  
245 Market St., suite 200  
Johnstown  
(814) 535-8675  
[jari.com](https://jari.com)

### North Central PA Regional Planning and Development Commission PTAC

*Serving Cameron, Clearfield, Elk,  
Jefferson, McKean, and Potter counties*  
49 Ridgmont Drive  
Director Barbara Brennen  
Ridgway  
(814) 773-3162  
[ncentral.com](https://ncentral.com)

### Northwest PA Regional Planning Commission PTAC

*Serving Clarion, Erie, Forest, Lawrence,  
Mercer, Venango, and Warren counties*  
Director Robyn Young  
395 Seneca St.  
Oil City  
(814) 677-4800  
[northwestpa.org](https://northwestpa.org)

### Southern Alleghenies Planning & Development Commission PTAC

*Serving Bedford, Blair, Cameron,  
Clearfield, Elk, Jefferson, McKean, and  
Potter counties*  
Director James Gerraughty  
3 Sheraton Drive  
Altoona  
(814) 949-6528  
[sapdc.org/ptac](https://sapdc.org/ptac)

### Southwestern PA Commission PTAC

*Serving Allegheny, Armstrong, Fayette,  
Indiana, and Westmoreland counties*  
Director Steven Meredith  
2 Chatham Center, suite 500  
112 Washington Place  
Pittsburgh  
(412) 391-5590  
[spcregion.org](https://spcregion.org)



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